

UNIVERSITY OF CAPE COAST

GOVERNMENT BUREAUCRACY AND QUALITY PUBLIC SERVICE  
DELIVERY AT TWIFO ATTI-MOKWA DISTRICT ASSEMBLY: THE  
MODERATING ROLE OF WORK ENVIRONMENT

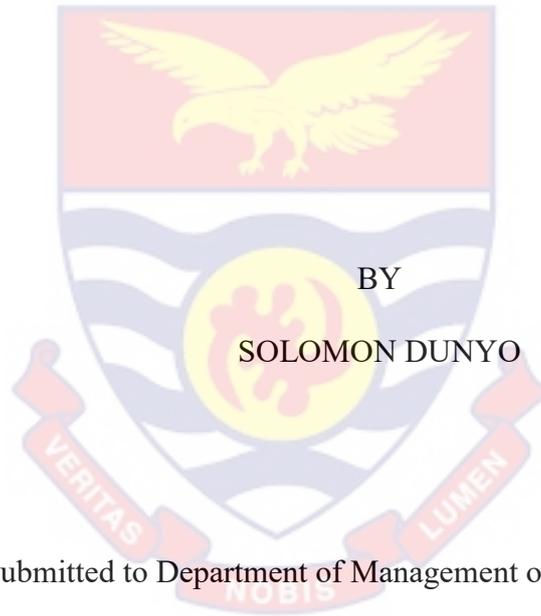


SOLOMON DUNYO

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UNIVERSITY OF CAPE COAST

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Thesis submitted to Department of Management of the School of Business,  
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fulfillment of the requirement for the award of Master of Philosophy degree in  
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## DECLARATION

### Candidate's Declaration

I hereby declare that this thesis is the results of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature..... Date .....

Name: Solomon Dunyo

### Supervisor's Declaration

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision laid down by the university of Cape Coast.

Supervisor's Signature..... Date .....

Name: Prof. Nicodemus Osei Owusu

## ABSTRACT

This study aims to analyze the relationship between government bureaucracy and the quality of public services provided by the Twifo Atti Mokwa District Assembly, specifically examining how the work environment acts as a moderator. The study's objectives were to examine how government bureaucracy at the Twifo Atti-Mokwa District Assembly in Ghana affects public service delivery, how the work environment affects public service delivery, and how the work environment moderates the relationship between government bureaucracy and public service delivery. Research in this area is based on positivist principles. An explanatory research design and quantitative methodology were used in the study. The study sample was obtained using census techniques. Data was collected using questionnaires. The population for the study was 247 employees, however, a total of 232 employees (93.9%) completed the survey. Data was gathered and analyzed using structural equation modeling (PLS SEM) and Statistical Package for the Social Sciences (SPSS). The study demonstrated that bureaucratic aspects of government significantly impacted the provision of high-quality public services. Quality public service delivery is positively impacted by work environment, as shown in the second aim. The result of the study also showed that work environment moderates the association between government bureaucracy and quality public service delivery. Based on the findings of the research, it was recommended that the government take efforts to change how labour is allocated within the public service sector in Ghana (Twifo Atti-Morkwa District Assembly). Specifically, the existing division of work model does not seem to significantly improve service delivery quality as hypothesised.

## ACKNOWLEDGMENTS

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## DEDICATION

To my lovely wife, Mercy Monyo and our son Rigobert Elikem Dzureke

Dunyo.

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## CHAPTER ONE

### INTRODUCTION

This thesis is about how government bureaucracy influences public service delivery through the moderating role of work environment in the Twifo Atti Mokwa in Ghana. There are five primary chapters, and this serves as the introductory chapter of the thesis, offering an overview of the study to help readers contextualize the research appropriately. The chapter commences by outlining the study's background, followed by the statement of the problem, which justifies the current research gap that this study aims to address. Consequently, this section of the chapter delineates the purpose, specific objectives, and the research hypothesis. The chapter then proceeds to define and provide the boundary of the study, that is its delimitation. The limitations, which are the caveats of the study are also provided. This chapter ends with how the rest of the thesis has been organised.

#### **Background of the Study**

In recent times, there has been a growing focus from academia, policymakers, governments, and citizens globally on the subject of public service delivery. Public service delivery pertains to the dispensation of government services to individuals living within their jurisdiction. These services can be administered directly by the public sector or facilitated by the allocation of financial resources to aid service delivery by other entities (Engdaw, 2020). Government bureaucracy is a fundamental component of public administration and governance, since it influences the activities and operations of public institutions (Zarychta, Grillos & Andersson, 2020). Bureaucratic systems are supposed to ensure accountability, openness, and

justice in the delivery of public services. However, bureaucratic structures and procedures may limit the effectiveness and responsiveness of public institutions, resulting in delays, inefficiencies, and diminished citizen satisfaction (Choi & Chun, 2021).

In Ghana, the public's expectations for effective and efficient public service delivery have intensified. Citizens have been vocal in demanding that the government and its agencies take significant steps to improve the functioning of public institutions and align them with the standards set by their private sector counterparts (Gnankob et al., 2022; Walsh, 2019). According to Masuku and Jili (2019), one key factor that has been identified as influencing service delivery is bureaucracy. Bureaucracy can be defined as a system of rules, policies, and procedures that establishes a framework for how institutions operate (Kuye & Akinwale, 2021). It sets guidelines and processes that govern interactions and decision-making within public organizations.

This led to the framework of the Citizen's Charter, introduced as part of Ghana's public sector reforms between 2001 and 2008. This initiative aimed to enhance transparency, accountability, and the quality of public service delivery by institutionalizing standards for service delivery and ensuring responsiveness to citizen needs (Ohemeng & Anebo, 2012). Despite its ambitious objectives, the implementation of the Citizen's Charter faced challenges such as bureaucratic inertia, resource constraints, and weak institutional capacity, which undermined its effectiveness (Ohemeng & Aye, 2017). The Twifo Atti-Mokwa District Assembly is not exempt from these challenges, as entrenched bureaucratic practices continue to hinder efficient service delivery. Agbevade and Tweneboah-Kodua (2020) further highlight the

critical role of conducive work environments in mitigating bureaucratic inefficiencies and fostering improved public service outcomes. By incorporating insights from these reforms, the study will provide a more robust analysis of government bureaucracy and its impact on quality public service delivery in Ghana.

Public service delivery comprises a broad variety of services provided by the government to address people needs, including healthcare, education, infrastructure development, social welfare programs, and administrative services (Androniceanu & Tvaronavičienė, 2019). Effective public service delivery is vital to support economic progress, social welfare, and citizen happiness. However, problems such as bureaucratic red tape, corruption, insufficient resources, and poor infrastructure may inhibit the delivery of excellent services (Akuche & Akindoyin, 2024).

The work environment inside government organizations significantly affects employee performance, motivation, and job satisfaction (Akinwale & George, 2020). A healthy work environment defined by supportive leadership, enough resources, fair policies, and chances for advancement may boost employee productivity and contribute to better public service delivery (Jongen, McCalman, Campbell & Fagan, 2019). However, a bad work environment, typified by poor communication, lack of appreciation, heavy workload, and insufficient resources, may restrict employee morale and hinder their capacity to perform outstanding public services (Androniceanu & Tvaronavičienė, 2019).

Twifo Atti Mokwa District Assembly, like many other local government units or metropolitan, municipal and district assemblies

(MMDAs) in Ghana, experiences distinct issues in public service delivery. These problems include bureaucratic delays, insufficient resources, inefficient procedures, and inadequate infrastructure (Hackman et al., 2021). Understanding the link between government bureaucracy, public service delivery, and the moderating influence of the work environment in the Twifo Atti Mokwa District Assembly is vital for identifying areas of improvement and implementing effective measures to promote service delivery. This study intends to evaluate how government bureaucracy impacts public service delivery in Twifo Atti Mokwa District Assembly and analyze the moderating function of the work environment in minimizing or amplifying these effects. By studying the perspectives and experiences of workers, service beneficiaries, and important stakeholders, this research attempts to uncover specific variables within the bureaucratic structure and work environment that contributes to or hinders successful public service delivery (Pribadi, 2021; Ivan, 2019).

By analyzing the link between these elements, this study intends to provide insights into the issues encountered by Twifo Atti Mokwa District Assembly and provide solutions to better public service delivery in the area (Hackman et al., 2021). Ultimately, the results of this study add to the body of knowledge on public administration and influence evidence-based policy choices to enhance governance and public service delivery in Ghana (Ohemeng & Akonnor, 2022). Government bureaucracy and public service delivery are two important characteristics of public administration. Bureaucracy, defined by hierarchical structures, formal processes, and norms, is meant to ensure accountability, justice, and consistency in the operation of

public institutions (Vandenabeele & Jager, 2020). However, bureaucratic procedures may occasionally limit the effectiveness and responsiveness of government institutions, leading to administrative bottlenecks, inefficiencies, and unhappiness among service users (Choi & Guy, 2020).

Furthermore, this research highlights the possible moderating influence of the work environment on the link between government bureaucracy and public service delivery. The work environment includes variables such as leadership, resource availability, company culture, and employee motivation and satisfaction. A healthy work environment helps reduce the negative impacts of bureaucracy on service delivery by boosting employee productivity, engagement, and dedication (Igbokwe-Ibeto, 2019). Understanding the interplay between government bureaucracy, public service delivery, and the moderating function of the work environment in the Twifo Atti Mokwa District Assembly is vital for identifying the underlying difficulties and implementing effective methods to increase service delivery. By analyzing the perspectives and experiences of workers, clients, and key stakeholders, this research intends to shed light on the issues encountered by the district and develop ideas to enhance the efficiency, effectiveness, and responsiveness of public service delivery (Kuye & Akinwale, 2021).

The impact of bureaucracy on the quality-of-service delivery has been a subject of investigation within the framework of the Principal-Agent theory. According to Pepinsky et al. (2017), bureaucracy, as a hierarchical organization with delegated tasks to subject matter experts, aligns with the principal-agent relationship explored in this theory. Scholars have examined the relationship between bureaucracy and service delivery, asserting that

bureaucratic processes can negatively influence the effectiveness of public service delivery (Kuye & Akinwale, 2021; Segel, 2017; Ajibade & Ibieta, 2016; Nwankwo et al., 2015). However, it is worth noting that the working environment can act as a moderating factor in the relationship between bureaucracy and quality service delivery. Chewa, Minja, and Njoroge (2022) argue that the working environment can either minimize or maximize the impact of bureaucracy on service delivery outcomes.

The principal-agent theory and the system theory underpin the interplay between the constructs of the study. In this context, government bureaucracy represents the principal (the government or public authority) that delegates tasks and responsibilities to its agents (the bureaucrats or public servants) to deliver public services. Principal-Agent Theory emphasizes the challenges and conflicts that can arise when principals (government) delegate authority to agents (bureaucrats) and how to align their interests to achieve desired outcomes. In addition, the systems theory can help in examining the work environment as a subsystem that interacts with other components of the bureaucracy (e.g., human resources policies, communication channels). It can be used to explore how changes or improvements in the work environment can have ripple effects on the overall performance of the bureaucratic system and, consequently, public service delivery.

Against this background, this study sought to assess government bureaucracy and public service delivery at Twifo Atti Mokwa District Assembly: the moderating role of work environment.

## Statement of the Problem

For decades, Ghana has faced significant challenges in ensuring quality public service delivery, despite various public sector reforms aimed at improving efficiency, transparency, and responsiveness (Tetteh, Agyenim-Boateng, Simpson & Susuawu, 2021). Citizens have expressed persistent dissatisfaction with the performance of public institutions, citing delays, inefficiencies, and unresponsiveness as common issues (Ayee, 2017; Ohemeng & Ayee, 2017). The decentralized governance framework, intended to bring services closer to the people, has been hampered by systemic inefficiencies that undermine public trust. In the Twifo Atti Mokwa District Assembly, these issues are evident in the delays, procedural bottlenecks, and inconsistent service quality experienced by residents.

Bureaucracy, a defining feature of public administration, is often at the center of these inefficiencies. Characterized by formal rules, hierarchical structures, and standardized procedures, bureaucratic systems are designed to ensure consistency and fairness in service delivery. However, their rigid implementation can create significant barriers to efficiency and responsiveness (Kuye & Akinwale, 2021). Research has shown that excessive bureaucracy, typified by centralization, over-reliance on formalities, and limited flexibility, often leads to delays, reduced innovation, and diminished service quality (Das, 2019; Kang et al., 2022). Studies such as those by Masuku and Jili (2019) and Chewa et al. (2022) emphasize that while bureaucracy ensures order and accountability, it frequently becomes a source of inefficiency, particularly when contextual factors such as resource constraints and weak institutional capacity are prevalent.

In the Ghanaian context, the Citizen's Charter, introduced during the public sector reforms of 2001–2008, aimed to counter these bureaucratic inefficiencies by promoting citizen-focused service delivery. However, its implementation faced significant challenges, including limited adherence to performance standards, poor accountability mechanisms, and resistance to change (Ohemeng & Anebo, 2012; Agbevade & Tweneboah-Kodua, 2020). In Twifo Atti Mokwa District Assembly, similar challenges persist, raising questions about the effectiveness of bureaucratic systems in delivering quality public services and the specific elements of bureaucracy that hinder or enhance performance.

The work environment, an often-overlooked determinant, plays a critical role in moderating the relationship between bureaucracy and service delivery. Research highlights factors such as organizational culture, leadership style, employee motivation, and resource availability significantly influence how bureaucratic processes are implemented and perceived (Mulyana, 2021; Davidovitz & Cohen, 2022). Studies by Kang et al. (2022) and Hassan et al. (2021) suggest that a positive work environment can offset the negative effects of rigid bureaucratic processes, fostering greater employee engagement and enhancing service delivery outcomes. Conversely, toxic work environments characterized by favoritism, nepotism, and organizational politics often exacerbate the inefficiencies of bureaucracy, leading to mistrust, low morale, and reduced employee performance.

In local government assemblies like Twifo Atti Mokwa District Assembly, the interplay between bureaucracy and the work environment is particularly critical. Favoritism and nepotism, for instance, can result in the

recruitment and promotion of unqualified personnel, while organizational politics can erode trust and collaboration among employees. These issues not only compromise the ability of employees to navigate bureaucratic challenges but also adversely affect the quality of services provided to citizens (Ayee, 2017; Mulyana, 2021). However, existing studies often overlook these nuanced dynamics, focusing instead on bureaucracy or the work environment as isolated constructs.

Furthermore, the multidimensional nature of bureaucracy—comprising elements such as formal rules, centralization, and impersonal relationships—remains underexplored in relation to service delivery outcomes (Chewa et al., 2022). While studies have examined the overarching impact of bureaucracy on service delivery, limited attention has been given to how specific bureaucratic dimensions interact with contextual factors like the work environment to influence outcomes. Understanding these interactions is essential for crafting targeted interventions to improve service delivery in local assemblies.

Despite the growing body of literature on bureaucracy and public service delivery, there is a critical gap in research exploring the moderating role of the work environment. For example, while studies by Das (2019) and Hassan et al. (2021) underscore the importance of employee motivation and leadership in mitigating bureaucratic inefficiencies, they do not provide a comprehensive framework for understanding these dynamics in Ghana's local assemblies. In the Twifo Atti Mokwa District Assembly, anecdotal evidence suggests that poor work environments amplify the negative effects of bureaucracy, yet empirical studies to validate this claim are scarce.

Addressing these gaps requires a comprehensive investigation into the interplay between bureaucracy and the work environment in shaping public service delivery outcomes. By exploring how factors such as leadership styles, resource availability, and organizational culture influence the effectiveness of bureaucratic processes, this study seeks to identify actionable strategies for enhancing service delivery. The findings will provide valuable insights for policymakers, helping to mitigate bureaucratic inefficiencies and foster supportive work environments that enable quality service delivery in the Twifo Atti Mokwa District Assembly.

### **Purpose of the Study**

The study sought to examine the effect of Government Bureaucracy on Quality Public Service Delivery at Twifo Atti-Mokwa District Assembly: The Moderating role of Work Environment

### **Research Objectives**

To achieve the purpose of the study, the following objectives were carried out.

1. Assess the influence of government bureaucracy and its dimensions on public service delivery at the Twifo Atti Mokwa District Assembly in Ghana.
2. Assess the effect of work environment on public service delivery at the Twifo Atti Mokwa District Assembly in Ghana.
3. Examine the moderating role of work environment and its dimensions on government bureaucracy and public service delivery nexus at the Twifo Atti Mokwa District Assembly in Ghana.

## Research Hypotheses

*Based on objective one, the following hypotheses were tested;*

H1: Government bureaucracy has a significant positive effect on quality-of-service delivery in the public sector

H1a: Division of labour has a significant positive effect on quality public service delivery

H1b: Administrative procedural rules have a positive effect on quality public service delivery

H1c: Bureaucratic impersonality has a significant positive effect on quality public service delivery

*Based on objective two, the following hypothesis was tested;*

H2: Work environment has a significant positive effect on public service delivery

*Based on objective three, the following hypotheses were tested;*

H3: Work environment significantly moderates the nexus of the government bureaucracy and quality of service delivery in the public sector such that a favourable work environment enhances the relationship between bureaucracy and quality of service.

H3a: Work environment positively moderates the nexus of division of labour and quality public service delivery

H3b: Work environment positively moderates the nexus of administrative procedural rules and public service delivery

H3c: Work environment positively moderates the nexus of bureaucratic impersonality and public service delivery

### **Significance of the Study**

This study on government bureaucracy and public service delivery at the Twifo Atti Mokwa District Assembly, with an emphasis on the moderating impact of the work environment, bears important value for both employees and citizens within the locality. Employees working within the public organizations in the Twifo Atti Mokwa District Assembly will benefit from a greater awareness of the elements that impact their delivery processes. By comprehending the distinct challenges within the bureaucratic framework and work atmosphere, policymakers can implement interventions to create a nurturing work environment conducive to employee well-being and efficiency. Consequently, this could result in improved service delivery and a more favorable experience for individuals reliant on public services. Citizens will benefit from more efficient, effective, and responsive public services, boosting their overall happiness and quality of life.

Additionally, the local assembly holds responsibility for governance and decision-making at the local governance level, which includes the delivery of public services. Grasping the impact of governmental bureaucracy and the moderating role of the work environment will enable the local assembly to pinpoint areas for enhancement and implement appropriate initiatives. The results may influence policy choices and direct resource allocation, supporting the local assembly in resolving bureaucratic inefficiencies, improving the work environment, and strengthening public service delivery. This study will promote evidence-based decision-making and contribute to the overall effectiveness and accountability in local governance and public administration in general.

### **Delimitations of the Study**

The present research was confined inside the Twifo Atti Mokwa District Assembly in Ghana. The research is restricted to just personnel within the public sector in the Twifo Atti Mokwa District Assembly in Ghana. Reference to other sectors was merely to either reinforce a fact or establish a comparison. The research focuses especially on Twifo Atti Mokwa District Assembly, a single area or administrative entity. It does not attempt to include a greater geographical region or study public service delivery in other areas. The research emphasizes on public service delivery within the government bureaucracy. It does not involve the delivery of services by non-governmental organizations (NGOs), corporate businesses, or other sectors. The results and conclusions of the research are confined to the unique context of Twifo Atti Mokwa District Assembly and may not be immediately generalizable to other locations or contexts. The delimitation emphasizes the need for care in extending the results to larger settings without addressing possible contextual changes. Regarding variable measures, the research only employed generally known sources, although the presence of alternative equally trustworthy scales for assessing the study's structures.

### **Limitations of the Study**

This research depends on a solitary main data source, namely personnel within the Twifo Atti Mokwa District Assembly. Utilizing data from a single source raises concerns about the possible existence of common method bias, which might damage the study's conclusions. To overcome this problem, statistical tests were performed to identify any bias. Given that the research employed questionnaires for data collection and followed a cross-

sectional methodology, staff were not offered the option to specify any contextual elements that could impact government bureaucracy. Nevertheless, similar studies in the literature have explored certain dimensions and provided recommendations. Despite the questionnaire-based data collection method, some respondents opted not to respond, resulting in the inability to capture responses from the entire sample. However, since respondents were randomly sampled, this is not anticipated to affect the study's results.

### **Organisation of the Study**

This research is split into five chapters. Chapter one acts as the introduction, largely presenting the backdrop, issue description, study goals, and structure of the research. Subsequent to the introduction chapter, chapter two presents a complete evaluation of both theoretical and empirical literature related to the thesis subject. Chapter three discusses the research methodology, including data on the population, sample, and analytical methods involved in the study. In Chapter four, the research findings are presented and examined. Finally, Chapter five provides an overview of the important results, conclusions derived, implications, recommendations, and proposals for further study.

## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This chapter presents the theoretical and empirical literature with the developed conceptual framework that guided the study. The principal-agent theory was reviewed to form the foundation underlying the concepts of government bureaucracy, quality public service delivery and work environment. Literature was reviewed on the concept of government bureaucracy, quality public service delivery and work environment. Empirical literature reviewed also focused on relationship between government bureaucracy, quality public service delivery and work environment. The chapter concludes with a review on the moderating variable i.e., work environment and its influence on quality service delivery. Based on the literature reviewed, a conceptual framework was also developed and presented.

#### Theoretical Review

##### Principal-Agent Theory

Principal-Agent Theory (PAT) is a foundational concept in the fields of economics and management sciences, providing a framework for analyzing the complex relationships that exist in various organizational settings, including government bureaucracies (Lane & Kivisto, 2008). At its core, PAT delves into the dynamics between a principal and an agent, examining the mechanisms through which authority and resources are delegated, and how these delegates work to achieve specific objectives (Eisenhardt, 1989). For this study, the principal-agent relationship takes center stage, where elected

officials (principals) entrust authority and allocate resources to civil servants (agents) for the implementation of public policies and the delivery of services to the citizenry (Oser, 2015). This delegation of authority is a fundamental feature of modern governance structures, as elected representatives often lack the time, expertise, or resources to execute every aspect of policy implementation themselves.

However, this delegation of authority in government bureaucracies presents inherent challenges that give rise to the agency problem. This problem arises because agents, who are entrusted with executing policies and delivering services, may not always act in alignment with the best interests of the principals (elected officials) or, more crucially, the public they are meant to serve. This misalignment of interests can lead to inefficiencies, suboptimal outcomes, and even situations where agents prioritize their own interests over those of the principals and the broader public (Eisenhardt, 1989).

The agency problem within government bureaucracies can manifest in various ways, as contextualized by Eisenhardt in 1989 as:

1. **Information Asymmetry:** Civil servants often possess more information about the intricacies of their tasks and responsibilities than elected officials, creating a situation where principals may not have a complete understanding of the agents' actions.
2. **Adverse Selection:** The process of selecting and hiring civil servants can be influenced by political considerations or other factors unrelated to their qualifications and commitment to public service. This can result in the appointment of individuals who are not ideally suited for their roles.

3. **Moral Hazard:** Once in office, civil servants may exhibit moral hazard by engaging in behavior that goes against the interests of the public. This might include neglecting their duties or pursuing actions that prioritize personal gain over public welfare.

In sum, Principal-Agent Theory provides a lens through which to understand the dynamics of authority, responsibility, and accountability in government bureaucracies. Recognizing the agency problem as a potential consequence of this delegation of authority is crucial for policymakers and scholars alike, as it underscores the need for mechanisms and incentives that align the interests of agents with those of the principals and, ultimately, the public they serve.

### **System Theory**

System Theory, which originated in the biological sciences and has found application in diverse fields including engineering, sociology, and organizational management, offers a comprehensive and interdisciplinary framework for understanding complex systems. This theory, first conceptualized by Ludwig von Bertalanffy in 1968, has evolved to become a fundamental concept in the study of complex organizations, including government bureaucracies. System Theory's interdisciplinary nature is one of its defining features. It emerged as an attempt to address the limitations of reductionist approaches that focused on understanding individual components in isolation, without considering their interdependencies (von Bertalanffy, 1968). Recognizing the need for a more holistic perspective, System Theory drew inspiration from various fields, such as biology, physics, and cybernetics, to create a unified framework for analyzing complex systems.

At its core, System Theory perceives organizations, including government bureaucracies, as complex systems comprising interconnected and interdependent components (Checkland, 1984). These components include not only the formal structures and processes but also the people, culture, and external environment that influence the organization's functioning. System Theory emphasizes that these components do not operate in isolation; rather, they interact and work in concert to achieve specific organizational goals (Senge, 1990). This holistic perspective recognizes that any change or disruption in one part of the system can have far-reaching consequences throughout the entire organization. For example, a shift in organizational culture can impact employee behavior, decision-making processes, and ultimately, the organization's ability to deliver public services effectively.

Government agencies are intricate systems with numerous interconnected components, including departments, personnel, policies, and resources. Understanding these elements as part of a larger system is essential for effective governance and service provision. System Theory's focus on feedback loops and adaptability is particularly relevant in the context of government bureaucracies. Feedback loops, whether positive or negative, can influence the performance and behavior of agencies and their personnel. For instance, a well-functioning feedback mechanism can help agencies identify and rectify inefficiencies or service gaps promptly. Furthermore, System Theory underscores the importance of adaptability. Government bureaucracies must be capable of responding to changing societal needs, technological advancements, and political shifts. An adaptable bureaucracy can reconfigure

its components and processes to align with evolving goals and challenges, ultimately improving public service delivery.

In conclusion, System Theory's interdisciplinary origins and holistic perspective make it a valuable framework for understanding the intricacies of government bureaucracies and their role in public service delivery. By recognizing organizations as complex systems with interrelated components, policymakers and administrators can better appreciate the interconnectedness of various factors that influence the quality of public services provided to communities such as Twifo Atti Mokwa District Assembly.

### **Deductions from the Theoretical Review**

Principal-Agent Theory (PAT) is instrumental in understanding the relationships and dynamics within government bureaucracies. In the context of this study, PAT helps elucidate the principal-agent relationship between elected officials (principals) and civil servants (agents). The theory emphasizes the delegation of authority and resources, which is a fundamental aspect of government bureaucracies, where elected representatives delegate responsibility to civil servants for the implementation of public policies and service delivery. PAT's focus on information asymmetry, adverse selection, and moral hazard is particularly relevant in Twifo Atti Mokwa District Assembly, where the potential misalignment of interests between principals, agents, and the public can influence the quality of public services. Understanding these agency problems is essential for devising strategies to ensure that civil servants act in the best interests of the public.

System Theory, on the other hand, provides a holistic framework for analyzing government bureaucracies as complex systems. This perspective

considers bureaucracies as interrelated components that work together to achieve specific objectives. In the context of the study, System Theory highlights the interconnectedness of various elements within government bureaucracies, such as departments, personnel, and policies, emphasizing that changes or disruptions in one part of the system can have ripple effects throughout the entire organization. This understanding is crucial for assessing how the work environment, a central aspect of the bureaucratic system, moderates the delivery of public services. By applying System Theory, this study examines how organizational culture, leadership, and resource allocation influence the functioning of the bureaucracy and, consequently, the quality of public service delivery in the Twifo Atti Mokwa District Assembly.

Incorporating both Principal-Agent Theory and System Theory into the study's framework allows for a comprehensive examination of the intricate relationships, challenges, and opportunities within government bureaucracies, offering insights into how the work environment can moderate the effectiveness of these systems in delivering quality public services to the community.

### **Conceptual Review**

In this section of the study, three concepts are most relevant and are discussed, they include; concept of government bureaucracy, public service delivery, and the concept of work environment.

### **Government Bureaucracy**

Government bureaucracy is the backbone of modern government, functioning as a necessary administrative infrastructure responsible for the successful implementation of public policy and the efficient delivery of key

services to the population it serves (Giri, 2019). This complicated organizational system runs via many government organisations and departments, each allocated distinct tasks and responsibilities to maintain the smooth operation of governmental processes. Bureaucracy serves a critical role in converting the ideals and mandates of elected officials into practical acts, making it an essential factor in the running of contemporary nations.

In the framework of democratic nations, the bureaucracy works as a bridge between the political choices made by elected officials and their execution on the ground. As legislators establish policies to meet societal needs and difficulties, it is the bureaucracy's role to operationalize and execute these policies in a way that conforms with the broader goals of government (Meier et al., 2019). This implementation process comprises establishing frameworks, putting up programs, assigning resources, and coordinating activities across multiple administrative levels to accomplish the intended goals.

Moreover, bureaucracy has a crucial role in impacting the quality of public service delivery. It is responsible for managing and supervising diverse public services, including education, healthcare, social welfare, infrastructure development, law enforcement, and more. By following established norms and processes, bureaucracy attempts to assure uniform and equal service supply to all citizens, regardless of their origins or locations (Kattel et al., 2022). This dedication to fairness and objectivity in service delivery enhances public trust in government institutions and promotes a feeling of confidence in the state's capacity to solve social issues. Furthermore, the bureaucracy plays a critical role in developing openness and accountability in governance. As public

officials, bureaucrats are entrusted with the obligation to act in the best interest of the public and maintain the rule of law. The bureaucratic system comprises systems to monitor and assess the work of government agencies, ensuring that they function within the confines of legal and ethical norms (Mökander & Axente, 2023). Through this system of checks and balances, bureaucracy helps limit the possibility of corruption and abuse of authority, so maintaining the democratic ideals of accountability and integrity.

However, it is vital to note that bureaucracy is not without its obstacles and complaints. Critics sometimes point to difficulties such as bureaucratic red tape, which refers to excessive rules and procedures that may slow down decision-making processes and inhibit response. Additionally, the inflexible hierarchical structure of bureaucracy may often impede flexibility and creativity, making it hard to adjust promptly to rapidly changing conditions or new social challenges.

Government bureaucracy is an inherent and unavoidable component of contemporary governance (Ribeiro, 2023). It functions as the engine that propels the execution of public policies and the provision of public services, playing a key role in moulding the well-being and growth of a country. While it has various benefits, including as openness, accountability, and consistent service delivery, it is necessary for politicians and administrators to consistently seek for bureaucratic changes to address its faults. By finding a balance between efficiency and flexibility, government bureaucracy may better react to the ever-evolving requirements of the citizens, eventually contributing to the strengthening of democratic governance and social growth.

## **Advantages of Government Bureaucracy**

*Efficient Service Delivery:* Bureaucracies serve as the backbone of good governance by simplifying procedures and guaranteeing the efficient delivery of public services (Giri, 2019). Their involvement in turning policy into concrete actions immediately influences the lives of citizens, encouraging public confidence and satisfaction in the government's capacity to answer their needs swiftly and efficiently. To promote effective service delivery, bureaucracies are hierarchically structured, with clear definition of duties and responsibilities among various departments and individuals. This methodical strategy eliminates delays and prevents bottlenecks, enabling for the seamless execution of duties connected to public service supply. By optimizing resource allocation and eliminating duplication of efforts, bureaucrats guarantee that services are provided in a cost-effective way, maximizing the impact of public investment.

*Experience and Specialization:* One of the primary benefits of bureaucracies is their capacity to hire specialized individuals who possess domain-specific experience (Vij, 2023). In complicated fields such as healthcare, education, infrastructure development, and finance, having qualified personnel with appropriate expertise is crucial for successful decision-making and policy execution. The presence of specialists in many sectors helps bureaucracy to study difficult situations, devise evidence-based policies, and offer educated recommendations to politicians. This knowledge not only boosts the quality of policy creation but also helps to the general efficiency and correctness of administrative operations, eventually benefitting the citizenry who depend on these services.

*Accountability:* Bureaucracies serve a critical role in fostering accountability within the government (Rich, 2023). They work under set rules, regulations, and processes, ensuring that acts performed by authorities can be systematically examined and assessed. This commitment to established rules diminishes the opportunity for arbitrary decision-making and political bias, defending the interests of the public. By holding officials responsible for their actions, bureaucracies establish a culture of accountability and integrity inside government organisations. This accountability is vital for sustaining public trust and confidence in the government, since people may be guaranteed that activities performed by the bureaucracy are subject to inspection and monitoring.

*Predictability:* The standardized procedures and norms inside bureaucracies lend to predictability in government operations (Bullock et al., 2022). Citizens working with government entities should anticipate regular processes and replies, avoiding ambiguity and misunderstanding. This predictability promotes the efficiency of public service delivery and improves the overall user experience for residents. Moreover, predictability also extends to the corporate environment, where clear and consistent regulatory frameworks enable enterprises to plan and invest with greater certainty. This stability encourages economic growth and draws investment, contributing to the nation's progress and prosperity.

*Policy execution:* Bureaucracies are crucial in the execution of government policies and legislations (Abdou, 2021). After elected officials establish policies, it is the bureaucracy that takes on the job of converting these ideas into concrete programs and activities. The knowledge and specialty

of bureaucratic professionals are especially vital during policy implementation, since they guarantee that the desired goals are realised and that any problems are handled efficiently. This partnership between policymakers and bureaucrats enables for a more nuanced and well-executed execution of government policies, eventually leading to favourable consequences for the society at large.

Bureaucracies play a varied and vital role in the proper operation of a government. Their potential for effective service delivery, competence, accountability, predictability, and skill in policy execution makes them key components of government systems globally. By acknowledging the relevance of bureaucracy and always seeking to enhance their functioning, governments may better serve their population and accomplish their policy goals with greater effectiveness.

### **Disadvantages of Government Bureaucracy**

*Red Tape and Slow Decision-Making:* One of the most prevalent accusations addressed towards bureaucracies is the predominance of red tape, which refers to excessive regulations, processes, and paperwork that may contribute to delays and inefficiency (Migchelbrink & Van de Walle, 2022). Bureaucratic red tape may result in sluggish decision-making processes and impair the timely delivery of public services. Citizens and companies alike frequently suffer dissatisfaction when confronted with bureaucratic impediments, which may impair their trust in the government's capacity to fulfil their requirements swiftly and efficiently. To overcome this difficulty, governments must make steps to simplify bureaucratic procedures and remove superfluous bureaucracy. Simplifying administrative processes, adopting

digital technologies, and offering clear standards may assist accelerate decision-making and service delivery, enhancing the overall efficiency of the bureaucracy.

*Lack of Flexibility:* The inflexible structure of bureaucracies, although useful in preserving order and conformity to established standards, may also become a hurdle when it comes to flexibility (Amis et al., 2020). Bureaucracies may fail to adapt promptly to changing conditions or emergent difficulties, possibly resulting in lost opportunities or inadequate remedies to important crises. To develop more flexibility, bureaucracy should support a culture of innovation and constant improvement. Embracing adaptive management approaches and promoting input from stakeholders may help bureaucracies become nimbler in addressing developing demands and concerns.

*Bureaucratic Corruption:* Bureaucracies may be subject to corruption, especially in circumstances where accountability systems are inadequate or when there is a lack of transparency (Rustiarini et al., 2019). Bureaucratic corruption may weaken public faith in government organisations and redirect resources away from their intended uses. To prevent bureaucratic corruption, governments must emphasize enhancing anti-corruption measures, increasing openness, and developing powerful monitoring systems. Encouraging a culture of integrity and accountability inside the bureaucracy is crucial to ensuring that public officials adhere to ethical norms and are held responsible for their activities.

*Alienation from the Public:* The impersonal character of bureaucracy may often lead to a perceived separation between government workers and the

individuals they serve (Langer, 2022). The bureaucratic process may seem remote and insensitive to individual demands, making citizens feel alienated and disconnected from the government. To overcome this gap, agencies should promote public involvement and communication. Establishing avenues for public input, having frequent consultations, and including individuals in the decision-making process may help establish a feeling of ownership and partnership between the bureaucracy and the population it serves.

*Resistance to Change:* Bureaucracies may be hostile to reform initiatives and innovation owing to a preference for established routines and processes (Bruns et al., 2019). This reluctance may delay growth and hamper the adoption of more efficient and effective techniques. To overcome opposition to change, leadership inside the bureaucracy must advocate reform projects and develop a culture that values continual improvement. Investing in training and capacity development may also equip public servants to accept new techniques and technology, establishing a culture of adaptation and openness to change.

In conclusion, although bureaucracies play an essential role in the governance process, they are not without problems. Addressing challenges connected to red tape, inflexibility, corruption, alienation from the public, and opposition to change is crucial to ensuring that bureaucracies remain effective, responsive, and responsible in their service to the public. By pursuing meaningful reforms and cultivating a culture of innovation, governments may maximise bureaucratic functioning and better serve the interests of their population.

## Government Bureaucracy in Ghana

The Civil Service Act, 1993 (Act 327) provides the legal framework for the establishment, organization, and management of the Civil Service in Ghana. It outlines the functions, responsibilities, and operational guidelines for civil servants, emphasizing their role in ensuring efficient and effective public service delivery. The Act serves as a cornerstone of Ghana's governance system, detailing the principles and expectations underpinning the Civil Service's contribution to national development.

Under Act 327, the Civil Service is mandated to provide administrative support to the government by implementing policies, delivering public services, and coordinating the activities of ministries, departments, and agencies (MDAs). Specifically, the Act tasks the Civil Service with the following functions:

**Policy Implementation:** Act 327 highlights the responsibility of the Civil Service to translate government policies and programs into actionable plans. This involves preparing regulations, guidelines, and operational frameworks that ensure the effective execution of government initiatives. Civil servants are expected to act as a bridge between policymakers and the public, facilitating the realization of national development goals.

**Administrative Oversight and Coordination:** The Civil Service is responsible for coordinating the operations of MDAs to promote consistency and avoid duplication of efforts. By providing administrative oversight, the Civil Service ensures that government machinery operates efficiently, adhering to legal and procedural requirements.

**Provision of Professional and Technical Advice:** A key function outlined in Act 327 is the provision of expert advice to the government. Civil servants are required to furnish policymakers with professional and technical recommendations, informed by evidence and best practices, to guide decision-making.

**Delivery of Public Services:** At its core, the Civil Service is tasked with delivering public services to citizens in an efficient, timely, and transparent manner. Act 327 emphasizes the importance of responsiveness and accountability in meeting the needs of the public, particularly in sectors such as education, health, and local governance.

### **Service Delivery Roles of the Civil Service**

The Civil Service plays a pivotal role in ensuring quality service delivery, which is fundamental to achieving national development objectives. Act 327 underscores the importance of civil servants in fostering good governance, economic growth, and social development. However, the ability of the Civil Service to fulfill its service delivery mandate has often been constrained by systemic challenges, including bureaucracy, resource limitations, and inefficiencies.

#### **1. Policy Execution and Public Engagement**

The Civil Service is at the forefront of implementing government programs and projects. Effective service delivery requires engaging citizens to understand their needs and expectations, which Act 327 identifies as integral to fostering public trust. For example, initiatives under local governance and decentralization rely on civil servants to

deliver essential services in areas such as sanitation, education, and healthcare.

## 2. **Ensuring Accountability and Transparency**

Act 327 calls for accountability mechanisms within the Civil Service to enhance service delivery. This involves setting performance standards, monitoring service delivery outcomes, and addressing grievances raised by the public. Transparency in operations helps to build confidence in the Civil Service's ability to meet its obligations.

## 3. **Enhancing Efficiency Through Administrative Reforms**

The Act also provides a foundation for administrative reforms aimed at improving efficiency in service delivery. By streamlining procedures, reducing bureaucratic bottlenecks, and adopting technology, the Civil Service can better serve the public. The implementation of performance management systems is an example of efforts to align civil servants' responsibilities with service delivery goals.

## 4. **Strengthening Decentralization**

The Civil Service is integral to the success of Ghana's decentralization agenda. Act 327 empowers civil servants to support local government structures by providing technical assistance and ensuring the effective delivery of decentralized services. This role is particularly relevant in districts like Twifo Atti Mokwa, where the Civil Service collaborates with local assemblies to address community needs.

## **Challenges and Opportunities**

While the Civil Service Act, 1993 (Act 327) provides a comprehensive framework for the roles and responsibilities of the Civil Service, challenges

such as bureaucratic inefficiencies, political interference, and inadequate resources continue to impede service delivery. Addressing these issues requires strengthening institutional capacity, fostering a performance-oriented culture, and leveraging innovative solutions to enhance efficiency and responsiveness.

In conclusion, Act 327 underscores the critical role of the Civil Service in delivering public services, implementing government policies, and supporting national development. By aligning its operations with the principles enshrined in the Act, the Civil Service can fulfill its mandate of providing quality, equitable, and efficient services to citizens, thereby contributing to Ghana's socio-economic progress.

### **Impact of Government Bureaucracy on Public Service Delivery and Democratic Governance**

The proper functioning of government bureaucracy plays a major role in defining the quality of public service delivery and, in turn, has a considerable impact on the health of democratic governance (Pariso & Marino, 2020). A well-oiled bureaucracy ensures that important services reach the inhabitants in a smooth, timely, and consistent way, hence building public confidence and promoting contentment among the populous. Effective bureaucracies are like the engine that moves a country ahead, carrying out important administrative chores, executing policies, and providing services that directly touch the lives of the people they serve. Whether it's delivering healthcare, education, social assistance, or infrastructure development, a professional bureaucracy guarantees that these services are available to everyone, irrespective of their socio-economic circumstances.

When bureaucracies work smoothly, people enjoy a sense of confidence in their government. They can depend on the system to handle their needs swiftly and equitably (Sadik-Zada, Gatto & Niftiyev, 2022). This trust, in turn, enhances the social contract between the government and the governed, boosting democratic legitimacy. On the other hand, the repercussions of bureaucratic inefficiency may be severe and far-reaching. Delays, red tape, corruption, or mismanagement may impair the delivery of public services, resulting in residents' anger and disappointment with the government's failure to satisfy their expectations. This disappointment may lead to a loss of faith in the system and possibly spark public dissatisfaction, leading to rallies or demonstrations against the government.

Moreover, ineffective bureaucracies may perpetuate disparities throughout society. Marginalized and vulnerable people typically suffer the burden of inadequate service delivery, compounding existing imbalances and leaving particular sectors of the state underserved and neglected (Kuye & Akinwale, 2021). In the worst situations, a dysfunctional bureaucracy may develop a culture of indifference and resignation among people, causing them to withdraw from the democratic process completely. This lack of involvement presents a significant danger to the foundations of democratic governance, since an engaged and educated populace is vital for a flourishing democracy.

To minimise such undesirable results, governments must emphasise developing and sustaining efficient and responsible bureaucracies. This means simplifying administrative procedures, investing in training and capacity development for government officials, establishing transparent governance methods, and effectively battling corruption (Mustafa, Farida, & Yusriadi,

2020). Furthermore, adopting technological innovations may transform governmental operations, making them nimbler and citizen-centered. Digital platforms may expand service accessibility, streamline processes, and offer vital data for evidence-based decisions.

Furthermore, the function of bureaucracy in democratic administration extends beyond just providing public services. It acts as a cornerstone that turns the vision of elected representatives into tangible actions and policy implementations. When politicians establish laws and programmes, it is the bureaucrats that take on the job of converting these ideals into realistic reality. The impartiality of the bureaucracy is a vital feature that enables the fair implementation of government policies. In a well-functioning democratic society, government officials are supposed to remain politically impartial and comply with established laws and regulations. This impartiality is vital in sustaining the rule of law and prohibiting any type of political favoritism or prejudice.

By conforming to prescribed rules and established standards, the bureaucracy works as a check and balance on the exercise of authority. Elected individuals may come and go with shifting political landscapes, but the bureaucratic structure survives, giving continuity and stability to the government process. This guarantees that choices are not dictated exclusively by the whims of politicians, but rather guided by established principles and legal frameworks. Moreover, the knowledge of career public employees is a significant asset in the policy implementation process (Torral, 2022). These individuals possess a plethora of knowledge and expertise in their respective professions, accumulated during years of service. Their technical know-how

helps them to analyse the viability and possible obstacles of policy initiatives, making them important in designing successful and well-informed policies.

However, although bureaucratic impartiality is vital, it is not without its obstacles. There is a continuing need to achieve a balance between political responsibility and bureaucratic autonomy. Elected authorities must have the power to define policy directions and priorities, but this should not compromise the bureaucracy's independence in implementing these policies effectively and without prejudice (Arfan, Mayarni & Nasution, 2021). Moreover, the scale and complexity of contemporary bureaucracies may often contribute to bureaucratic stagnation, as decision-making procedures become lengthy and difficult. This may delay timely policy implementation and frustrate both elected representatives and the public alike. Efforts to reduce bureaucratic processes, embrace digitization, and development of a culture of creativity are vital to overcome these problems.

Transparency and accountability within the bureaucracy are also crucial. The public has the right to know how choices are made and how resources are distributed. Transparent governance approaches create public trust, enabling people to analyse and assess the performance of their government. The bureaucracy plays a key role in democratic governance by putting policies into action and assuring their impartial and effective execution. Its adherence to established norms and principles is vital in sustaining the rule of law and avoiding political biases. Nevertheless, it is vital to overcome difficulties like bureaucratic lethargy and strike the correct balance between political direction and bureaucratic autonomy (Potter, 2019). By developing a transparent, responsible, and inventive bureaucracy,

democratic governments may better serve their people and fulfil their policy goals successfully.

In conclusion, government bureaucracy remains an essential part of contemporary governance, playing a critical role in policy implementation and public service delivery. Its assets, such as knowledge and accountability, are vital for good governance, but issues like bureaucratic inefficiency and opposition to change need to be addressed. By identifying and maximising the functioning of government bureaucracy, policymakers may guarantee that public services are provided successfully, so contributing to the overall success of democratic governance.

### **Dimensions of Government Bureaucracy**

Government bureaucracies play a crucial role in the effective running of any country, managing a plethora of administrative responsibilities that enable the seamless operation of public services. Within these bureaucratic institutions, several features are necessary for good governance. This study dives at three key characteristics of government bureaucracy: division of work, administrative procedural procedures, and bureaucratic impersonality as postulated in the case of Moon (2021). Understanding these characteristics helps shed insight on the intricacies of bureaucratic institutions and their influence on public administration.

#### **Division of Labour**

The notion of division of labour serves as the backbone of effective government bureaucracies, affecting the organization and distribution of jobs inside these administrative systems (Dandeker & Ydén, 2022). By breaking down complicated operations into smaller, specialized tasks and distributing

them to persons or units with appropriate experience, this idea improves efficiency, boosts productivity, and streamlines processes. In a government bureaucracy, a number of tasks and activities are carried out to guarantee the seamless running of public services and governance. The division of labour seeks to avoid overloading people or units with a broad variety of activities, which may lead to inefficiencies, mistakes, and delays (van Bruggen, 2022). Instead, it emphasises the outsourcing of particular duties to specialized groups or persons, enabling them to concentrate on their area of competence.

For instance, imagine a taxation department entrusted with administering several forms of taxes, such as income tax, property tax, and corporation tax. Implementing the division of labour, the department would have various divisions responsible for managing individual taxpayers' difficulties relating to each tax kind. This section guarantees that personnel within each unit obtain specialized knowledge and abilities related to their unique tax area. As a consequence, they become skilled in performing their jobs, leading to accurate and fast tax assessments, and lowering the possibility of mistakes and tax evasion (Durkheim, 2023). By having specialized units, the division of labour also promotes the establishment of efficient workflows and standard operating procedures for each activity. This simplification of operations saves time and money, allowing the bureaucracy to work more efficiently in addressing the demands of the public.

Moreover, the division of labour may develop a feeling of ownership and responsibility within each specialized unit. When people or teams are allocated particular tasks that fit with their expertise, they are more likely to take pleasure in their job and work tirelessly to accomplish desired goals. This

feeling of ownership may lead to greater performance and devotion to accomplishing corporate objectives. While the division of labour promotes efficiency and effectiveness, it also needs coordination and communication among various groups or persons (Whittle & Hailwood, 2020). Proper coordination ensures that duties complement each other, contributing to the overall functioning of the bureaucracy as a coherent whole. Regular communication channels promote the flow of information, ideas, and updates, establishing a collaborative atmosphere. However, it is vital to establish a balance while adopting the division of labour. Overly narrow specialization may lead to isolated knowledge silos, making it hard to solve complex and interwoven challenges that demand a larger grasp of the administrative system. Striking the correct balance between specialty and broad knowledge is vital to retain flexibility and adaptation within the bureaucracy.

The division of labour plays a critical role in government bureaucracies, directing the effective organization and allocation of work. By developing specialization and targeted expertise, this dimension increases productivity, accuracy, and overall effectiveness. Government departments may exploit the division of labour to increase their service delivery, simplify operations, and perform their tasks with perfection (Etalong & Aduma, 2021). When implemented wisely and reinforced with good coordination and communication, the division of labour permits government bureaucracies to function as cohesive and high-performing institutions, thereby benefitting the individuals they serve.

### **Weaknesses of the Division of Labour**

One major weakness of the division of labour is its potential to create monotony and job dissatisfaction among workers. When individuals are assigned repetitive tasks within a highly specialized system, the lack of variety can lead to boredom and a diminished sense of accomplishment. This phenomenon is particularly pronounced in industrial or mechanized settings, where tasks are highly segmented, leaving workers with little understanding or connection to the final product. Over time, such monotony can reduce employee motivation, hinder creativity, and lead to decreased productivity. Additionally, workers performing narrow, repetitive tasks are often less adaptable to changes, making it challenging for organizations to innovate or respond to evolving market demands effectively.

Another critical weakness is the increased dependency on specific individuals or processes, which can create vulnerabilities within an organization. If one worker, machine, or department in a highly specialized system fails, the entire production process may be disrupted. This dependency can result in inefficiencies, delays, or significant financial losses. Furthermore, the division of labour can inadvertently encourage a lack of collaboration and holistic understanding within teams, as employees become overly focused on their individual tasks without appreciating the broader organizational objectives. Such fragmentation can weaken communication, coordination, and teamwork, ultimately affecting organizational cohesion and overall performance.

### **Administrative Procedural Rules**

Administrative procedural rules serve as key norms and regulations that control the day-to-day operation of government bureaucracy (Oni et al., 2022). These rules play a key role in developing uniform procedures for decision-making, resource allocation, and service delivery. By following to these well-defined protocols, government agencies assure openness, uniformity, and justice in their operations. In the framework of government bureaucracies, administrative procedural norms serve as the underpinning for sustaining the rule of law and defending people' rights. By establishing a clear and organised framework for administrative acts, these regulations guarantee that public official's function within the bounds of the law, sticking to established norms rather than turning to arbitrary decision-making. This regularity and adherence to prescribed rules assist to creating public confidence in the bureaucratic system.

Moreover, administrative procedural norms serve as a form of accountability for government institutions and individuals. By giving forth precise parameters for completing activities and providing services, these regulations offer a foundation for assessing the performance of public officials and holding them responsible for their actions (Busuioc & Rimkutè, 2020). When people or businesses deal with the government, they may anticipate a standardized procedure, and any deviations from these standards can be addressed and fixed via established methods. Citizens, corporations, and organizations profit considerably from administrative procedural norms since they promote more easy navigation of government services. By understanding what to anticipate from bureaucratic procedures, people may plan and

accomplish the essential criteria effectively. This consistency saves time and money for all parties involved and provides a more favourable experience when interacting with government entities.

For instance, imagine a social welfare organisation tasked for giving aid to individuals in need. The agency's administrative procedural rules would prescribe the qualifying criteria, the step-by-step application procedure, and the paperwork required for applicants (Sharp & Harrison, 2021). By following to these guidelines, the agency guarantees that the aid is offered honestly and without any prejudice or partiality. This not only defends the interests of people requesting help but also supports the proper allocation of resources to those who actually need support.

Furthermore, administrative procedural standards boost the general efficiency of government bureaucracy by avoiding ambiguity and misunderstanding. With properly defined procedures, public officials may perform their jobs more efficiently, eliminating delays and ensuring that resources are used appropriately. However, for administrative procedural rules to be successful, they must be continually evaluated and changed to adapt to changing conditions and developing issues. The bureaucratic system should also develop a culture of compliance and adherence to these standards via training, communication, and continuing supervision.

Administrative procedural standards are a cornerstone of responsible and productive government bureaucracy (Sharp & Harrison, 2021). By providing regular procedures, these regulations encourage openness, consistency, and justice in administrative proceedings. They preserve the rule of law, guarantee people' rights, and give clear rules for accessing government

services. When adopted and followed properly, administrative procedural standards improve public faith in government institutions and promote the overall efficiency of the bureaucratic system, eventually serving the best interests of the people and the country as a whole.

### **Bureaucratic Impersonality**

Bureaucratic impersonality stands as a key concept inside government bureaucracies, advocating for the fair and unbiased treatment of all persons, free of any prejudice or favouring based on personal traits (Sarr, 2022). This concept mandates that government employees carry out their tasks with objectivity, free from personal emotions or prejudices that might affect their choices. The relevance of bureaucratic impersonality rests in its function in guaranteeing fair and just treatment of people. When government institutions treat all persons fairly, irrespective of their history, ethnicity, social standing, or personal connections, it develops a feeling of confidence and credibility in the bureaucratic system. Citizens may depend on the government to perform services and make choices completely based on merit, competence, and credentials, rather than being swayed by subjective elements.

Embracing bureaucratic impersonality helps to provide a level playing field for all persons, promoting equitable access to government services and opportunities (Kuye & Akinwale, 2021). It lowers the possibility for discrimination and nepotism, which may undermine public trust in the government and promote sentiments of unfairness among the citizenry. For example, consider the public employment procedure. Bureaucratic impersonality guarantees that applicants are examined and chosen entirely based on their credentials, abilities, and experience, without any undue

influence from personal relationships or affiliations. This technique guarantees that the best qualified persons are picked to occupy jobs within the government, creating a knowledgeable and capable staff.

Furthermore, bureaucratic impersonality helps to the uniformity and predictability of government acts. When authorities follow established norms and processes, treating all persons in a consistent way, it decreases the chance of arbitrary decision-making. This predictability generates an atmosphere in which people may fairly expect the consequences of their interactions with the government (Tasi, 2022). However, bureaucratic impersonality also has its drawbacks. Striking a balance between conforming to impersonal norms and addressing unique individual situations may be hard. There may be times when stringent obedience to laws could lead to unforeseen effects or generate challenges for particular persons. Flexibility and discretion are important in such instances to guarantee that the ideal of justice is respected. Promoting a culture of bureaucratic impersonality needs constant training and awareness among government personnel. Emphasizing the need of treating others equally and fairly, regardless of their particular traits, helps establish a sense of responsibility and integrity in public workers.

Bureaucratic impersonality acts as a bedrock of justice and integrity inside government agencies. By treating all persons fairly and impartially, without prejudice or discrimination, the bureaucratic system develops public confidence and credibility (Bennet, 2021). Citizens may depend on the government to make judgements based on merit and competence, establishing an atmosphere of equal opportunity and openness. While obstacles may occur in finding a balance between impersonal norms and individual circumstances,

following this idea adds to the successful and ethical functioning of political institutions. Upholding bureaucratic impersonality guarantees that the government stays responsible to its people and creates a fair and equitable society for everyone.

### **Weaknesses of Administrative procedural rules**

A significant weakness of administrative systems and procedures is their tendency to become overly rigid and bureaucratic. While standardized systems are designed to ensure consistency and fairness, excessive formalization can lead to inefficiencies and delays in decision-making. Layers of approval, extensive documentation requirements, and adherence to rigid protocols often slow down processes, making organizations less responsive to emerging challenges and opportunities. This rigidity can stifle innovation and initiative among employees, as they may feel constrained by the rules and reluctant to deviate from established procedures even when flexibility is required. In public sector organizations, this inflexibility is particularly detrimental, as it undermines the timely delivery of essential services to citizens.

Another weakness is the potential for administrative systems and procedures to encourage a focus on process over outcomes. In such environments, employees may prioritize following the rules and completing formalities rather than achieving meaningful results. This procedural focus can detract from the organization's ability to address its strategic objectives effectively, leading to a misallocation of resources and a culture of mediocrity. Furthermore, administrative systems and procedures, when poorly designed or inconsistently applied, can create confusion, inefficiencies, and inequities

within an organization. They may also foster frustration among employees and stakeholders, eroding trust in the organization's ability to operate effectively and achieve its mission.

### **Quality Service Delivery**

Ensuring high-quality public service delivery is essential for effective governance and is integral to a functional and thriving society (Thusi & Selepe, 2023). It entails the consistent and effective delivery of public services that meet the needs and aspirations of citizens. When public services are provided with a commitment to excellence and precision, they serve as drivers of positive transformation, enhancing the overall well-being of individuals and fostering the advancement of communities as a whole. At its basis, great public service delivery is about ensuring that government activities are not only well-intentioned but also well done (Aristovnik, Murko & Ravšelj, 2022). It includes rigorous planning, clever execution, and ongoing evaluation to verify that services are given with consistency and punctuality. This strategy assures that public services remain relevant and adaptable to the changing demand of a dynamic society.

The effect of great public service delivery extends across various elements of social well-being. One of its primary elements is the promotion of social welfare. When people have access to high-quality healthcare, education, housing, and social safety nets, they are better positioned to lead healthy, meaningful lives. Quality services assist individuals to overcome difficulties, reach their potential, and engage meaningfully to their communities. Furthermore, effective public service delivery has a crucial role in fostering economic development. A robust infrastructure, efficient transportation

networks, and reliable utilities contribute to developing a desirable business environment (Razmjoo et al., 2021). When enterprises can function with ease and certainty, it stimulates investment, job creation, and overall economic progress. The consequent economic prosperity benefits both individuals and the nation as a whole.

Additionally, successful public service delivery increases the overall well-being and pleasure of inhabitants. When government agencies are efficient, responsive, and transparent, citizens feel valued and respected. The sense of trust in public institutions is preserved, producing a positive relationship between the government and the governed. This trust, in turn, fosters social cohesion and harmony across society. To build and sustain good public service delivery, governments must adopt a comprehensive approach that highlights numerous essential themes (Meuleman, 2021). Firstly, a citizen-centric mindset is essential. Policymakers and public personnel must actually emphasise the demands of the people they serve, actively seeking feedback and engaging in open communication to understand and solve citizen concerns efficiently.

Secondly, investing in the skills and training of government personnel is vital. Equipping public personnel with the essential skills and knowledge enhances their potential to deliver services with competence and professionalism. Governments must also support a culture of innovation, encouraging public servants to discover novel solutions to present issues and embrace modern technologies to enhance service delivery. Transparency and accountability are equally crucial (Kim, Park & Suh, 2020). Governments must be honest about how public resources are dispersed and used, ensuring

that the public may access information and have involvement into decision-making processes. Moreover, systems for monitoring service delivery and holding officials accountable for their performance are crucial to maintain high levels of quality.

High-quality public service delivery is not just a desired aim but also a critical factor of the overall health and development of a society (Bertelli et al., 2020). Its influence reverberates across several dimensions, impacting citizen pleasure, democratic legitimacy, economic growth, and social equality.

Firstly, high-quality public service delivery generates improved citizen happiness and confidence in the government. When people enjoy efficient and responsive services that suit their demands, it produces a good view of the government's competence and dedication to their well-being. This, in turn, improves the relationship between the government and its population, leading to increased confidence in public institutions and improving the legitimacy of the government's activities.

Secondly, efficient public services have a key role in encouraging economic development. By providing an enabling environment for companies to prosper, such as simplified regulatory procedures, dependable infrastructure, and responsive government assistance, excellent service delivery bolsters entrepreneurship and investment (Akpan, 2019). A healthy economy, in turn, creates greater prospects for job development, income production, and higher living conditions for the people. Furthermore, excellent service delivery in crucial areas like healthcare and education significantly influences the quality of life and possibilities accessible to the citizenry. Access to trustworthy healthcare services promotes quick and effective

medical treatment, improving overall health outcomes and enhancing productivity in the workforce. Similarly, access to great education gives people with the information and skills essential to thrive in diverse undertakings, contributing to human capital development and driving innovation and advancement (Lapuente & Van de Walle, 2020).

To attain and maintain high-quality public service delivery, governments must take a proactive and comprehensive strategy. It demands constant devotion and investment in developing strong and competent public institutions. Governments must emphasise accessibility, ensuring that services reach all parts of the population, particularly disadvantaged and vulnerable populations. Efficiency is also critical, since fast service delivery is essential in addressing people' urgent needs and requests. Governments should aim to streamline administrative procedures, decrease bureaucratic delays, and embrace technology to enhance the efficiency and effectiveness of service supply.

Transparency is another crucial feature. By preserving transparent and accountable procedures, governments create confidence and credibility with people. Transparent allocation of resources and transparent information about public services reflect responsible governance and create trust in government activities. Moreover, public participation is crucial for designing citizen-centric policies and activities. Governments must actively include individuals in decision-making processes connected to service delivery, soliciting their input and feedback to adjust services to their preferences and requirements (David et al., 2023). Engaging with people not only empowers them but also improves the democratic fabric of society.

In conclusion, high-quality public service delivery is a cornerstone for societal advancement, impacting citizen pleasure, economic growth, and social equality. By viewing it as a continuous process and promoting accessibility, efficiency, openness, and public involvement, governments can develop strong and inclusive communities. Investing in outstanding public service delivery is an investment in the common well-being and prosperity of the country, creating good change and achieving progress toward a healthy and inclusive society for everyone.

### **Work Environment**

The work environment represents a multidimensional world that involves the interaction of numerous aspects, including the physical, social, and psychological dimensions (Badrianto & Ekhsan, 2020). These essential factors unite to define the everyday experiences and interactions of workers as they begin on their activities and responsibilities inside the firm. Recognizing its tremendous effect, the work environment stands as a vital aspect that may drastically affect an employee's productivity, job satisfaction, and general well-being. A suitable work environment is not only a minor issue but rather a vital catalyst for building a productive staff. When workers find themselves in a happy and supportive workplace, their engagement levels rise, and intrinsic motivation grows. Consequently, a feeling of commitment and devotion penetrates the workplace, increasing individual and group performance (López-Cabarcos et al., 2022). The workers' love for their profession, paired with a setting that encourages creativity and innovation, provides the breeding ground for new ideas and methods that may lead to extraordinary advances for the business.

Work environments are often influenced by various factors that can have a significant impact on the quality of service delivered, particularly in local governance units. Among these factors are favoritism, nepotism, and organizational politics, which can create an environment of unfairness, partiality, and hidden agendas. Favoritism, defined as the practice of giving preferential treatment to certain individuals or groups based on personal preferences or biases rather than merit or qualifications, can undermine the principles of fairness and equal opportunity (Arasli & Tumer, 2008). When favoritism is prevalent in a work environment, it can lead to the promotion of less qualified or competent individuals, thereby compromising the overall quality of service. Additionally, it can foster an atmosphere of resentment and demotivation among employees who perceive the system to be unfair (Abdalla et al., 1998).

Nepotism, which refers to the practice of favoring family or friends for job or development possibilities, is another subtle aspect that may adversely affect work settings (Arasli et al., 2006). Like favoritism, nepotism may result in the employment or promotion of persons who may not possess the requisite credentials or abilities, eventually leading to a reduction in the quality of service offered. Furthermore, nepotism may develop a culture of distrust and weaken the legitimacy of the company (Padgett & Morris, 2005).

Organizational politics, defined as the strategic use of power and influence inside an organization to promote personal or group objectives, may also play a key role in creating work environments (Vigoda-Gadot & Drory, 2016). When organizational politics become entrenched, decisions may be made based on personal ambitions or alliances rather than the best interests of

the organization or the public it serves. This may lead to a lack of transparency, lower morale, and a worsening of the quality of service offered (Vigoda, 2000).

These unseen actors, such as favoritism, nepotism, and organizational politics, may generate a climate of mistrust, injustice, and a lack of meritocracy, eventually hurting the quality of service offered by local assemblies. To offset these negative impacts, it is vital for MMDAs to develop a culture of openness, accountability, and equal opportunity. This may be done by the adoption of rigorous rules and processes, as well as the development of ethical leadership and a strong organizational culture that values honesty, fairness, and excellence (Arasli et al., 2008; Vigoda-Gadot & Drory, 2016).

The physical part of the work environment refers to the tangible items that compose the workstation itself (Iis et al., 2022). Factors such as the workplace layout, lighting, temperature, and ergonomics all have a part in influencing employee comfort and efficiency. A well-designed workplace that respects the requirements and preferences of its workers may considerably contribute to lower stress levels and enhanced attention, allowing employees to carry out their responsibilities with heightened focus and effectiveness.

On the other side, the social element concentrates upon the relationships between coworkers and the general feeling of camaraderie within the workplace. When a culture of mutual respect, trust, and cooperation pervades the organization, workers feel appreciated and supported. The existence of open communication channels, accessible leadership, and a strong feeling of cooperation cultivates a pleasant social atmosphere. In such an environment, workers are more inclined to exchange expertise, provide aid to

one another, and collaboratively handle obstacles, thereby moving the institution ahead as a single force.

Furthermore, the psychological part of the work environment digs into the intangible yet powerful influence it has on an individual's mental and emotional well-being (Badrianto & Ekhsan, 2020). A healthy work environment emphasises the need of work-life balance and includes support systems to handle stress and burnout. Employee acknowledgment and gratitude for their achievements promote a feeling of purpose, enhancing their morale and work satisfaction. In turn, this leads to a lower turnover rate, as workers are more willing to stay in a company that prioritises their mental and emotional well.

The impact of a pleasant work environment works as a cornerstone for the development and growth of a company. By addressing the physical, social, and psychological components of the workplace, managers may create an environment that inspires individuals to flourish, releasing their full potential. Ultimately, a well-crafted work environment promotes a dynamic and motivated staff, inspiring creativity, productivity, and moving the business towards realising its objectives and ambitions.

### **Physical Environment and Quality Service Delivery**

The physical components of a workplace, such as office layout, lighting, temperature, and ergonomic design, have a direct influence on employees' ability to deliver quality services. An environment that ensures adequate illumination, controlled noise levels, and ergonomic facilities contributes to employees' comfort and focus, enabling them to interact with clients more effectively and deliver superior service. For example, poorly lit or

excessively noisy workplaces can cause fatigue and irritability, leading to errors and subpar service. Conversely, a well-structured physical space encourages seamless collaboration and enhances workflow efficiency, enabling employees to meet client expectations more promptly and professionally.

### **Organizational Culture and Quality Service Delivery**

The organizational culture sets the tone for how employees engage with their work and with customers. A culture emphasizing respect, inclusion, and open communication creates an atmosphere where employees feel valued and motivated to deliver exceptional service. For instance, an organization that prioritizes mutual respect and acknowledgment can inspire employees to go above and beyond in their interactions with clients. In contrast, a toxic or rigid culture may lead to employee disengagement, reducing their commitment to providing quality service. Companies fostering diversity and innovative problem-solving are more likely to develop creative solutions that address customer needs effectively, strengthening their service delivery outcomes.

### **Leadership and Management and Quality Service Delivery**

Leadership and management styles play a pivotal role in shaping the work environment and, consequently, service delivery quality. Transparent and empathetic leaders build trust and inspire employees to align with organizational goals. When managers support employee development and actively engage with their teams, they create an environment of accountability and collaboration, which is crucial for high-quality service delivery. On the other hand, poor leadership characterized by a lack of direction or support can demotivate employees, leading to inconsistent and substandard service. Strong

leadership ensures that employees are equipped and motivated to meet client needs efficiently and effectively.

### **Work-Life Balance and Quality Service Delivery**

Promoting work-life balance has a profound impact on employees' ability to provide quality services. Flexible work arrangements and policies that support personal commitments reduce stress and burnout, enabling employees to maintain their focus and energy at work. For example, when employees feel their organization supports their personal lives, they are more likely to display enthusiasm and commitment in their service roles. Conversely, a lack of work-life balance can result in high turnover, absenteeism, and disengagement, which ultimately compromise service delivery.

### **Career Development and Advancement and Quality Service Delivery**

Investing in career development fosters employee loyalty and enhances their skill sets, which directly benefits service delivery. Employees who see a clear path for growth within the organization are more likely to stay motivated and committed to achieving high performance. Opportunities for training and development equip employees with the knowledge and skills necessary to address complex customer needs effectively, contributing to improved service quality. In contrast, a lack of career advancement opportunities can lead to dissatisfaction and decreased engagement, negatively impacting service delivery.

### **Recognition and Reward and Quality Service Delivery**

Recognition and reward systems are critical in motivating employees to consistently deliver quality services. When employees feel their efforts are

appreciated through both intrinsic (e.g., verbal praise) and extrinsic (e.g., bonuses) rewards, they are more likely to demonstrate dedication and excellence in their roles. A culture of recognition encourages employees to maintain high performance and fosters a sense of accomplishment, which is reflected in their interactions with clients. Conversely, an absence of recognition can demoralize employees, resulting in poor service delivery.

### **Health and Well-Being and Quality Service Delivery**

Prioritizing employees' health and well-being is essential for sustaining high-quality service delivery. Wellness programs and mental health support help employees manage stress and maintain a positive outlook, which is vital for customer-facing roles. Healthy and energized employees are better equipped to handle the demands of their job, including problem-solving and meeting customer expectations. Neglecting health and well-being initiatives can lead to burnout, absenteeism, and a decrease in service quality.

In conclusion, the work environment profoundly influences the ability of employees to deliver quality services. Organizations that prioritize and optimize physical, cultural, and psychological aspects of the work environment create conditions conducive to employee satisfaction and productivity, which ultimately translates to superior service delivery outcomes.

### **Relationship that exists Among Government Bureaucracy and Quality Public Service Delivery and Work Environment**

Effective governance depends primarily on the delicate interaction between government bureaucracy and the delivery of high-quality public services, while also guaranteeing a conducive and productive work environment for public workers (Dahlström & Lapuente, 2022). Bureaucracy,

as the backbone of every government, involves the hierarchical structure and administrative machinery responsible for implementing policies, making informed choices, and effectively providing important services to the population. At the core of this connection is the essential role bureaucracy plays in converting government policies into real actions that positively benefit society. By functioning as a bridge between political leaders and the execution of public programmes, bureaucracy is responsible for designing and implementing plans that coincide with the ultimate goal of the government (Besley et al., 2022). The efficacy of this translation process substantially determines the result of public service delivery and directly effects the lives of the people.

A well-functioning bureaucracy provides various advantages in the field of public service delivery. First and foremost, it guarantees that policies are executed with accuracy and in a timely way. A clear and well-defined bureaucratic structure promotes rapid decision-making and helps the coordination of activities across numerous governmental agencies. Consequently, citizens obtain the services they need swiftly, leading to improved satisfaction and faith in the government's capacity to fulfil their demands.

Moreover, bureaucracy plays a key role in maximising resource allocation. By carefully dispersing financial and human resources based on well-informed evaluations of society needs, a well-organized bureaucratic organisation may successfully alleviate regional imbalances and inequities. This equal allocation supports an inclusive society where public services reach all corners, leaving no one behind. A fundamental feature of bureaucracy is its

focus on accountability and openness. Public officials operating inside bureaucratic institutions are held accountable for their acts and are required to meet the highest ethical standards (Overman & Schillemans, 2022). This culture of accountability not only eliminates corruption and mismanagement but also instills trust in the public that their tax contributions are being used responsibly for the development of society.

Furthermore, bureaucracy sets the scene for creating uniform processes and quality control systems in the delivery of public services. By applying similar criteria, organisations may maintain uniformity in their operations, ensuring that every person gets services of equivalent quality, regardless of their location or socio-economic position. The work environment in bureaucratic bodies also plays a vital role in determining public service delivery results. A company that supports a healthy and supportive work culture enhances employee morale, job satisfaction, and productivity (Rich, 2023). When public workers feel respected and empowered, they are more inclined to go above and beyond to offer services with devotion and passion.

On the other side, an unhealthy work environment characterized by excessive bureaucracy, lack of communication, or insufficient resources may lead to employee unhappiness and burnout. This, in turn, significantly impacts public service delivery since demoralised staff may struggle to perform effectively, reducing the quality and efficiency of services supplied. To adapt to the ever-changing requirements of the public and improvements in technology, contemporary bureaucracy must embrace flexibility and creativity (Sønderskov & Rønning, 2021). A governmental structure that supports forward-thinking and the inclusion of new technology may expedite

operations, increase service accessibility, and adapt to the developing requirements of the population more efficiently.

In summary, the link between government bureaucracy and excellent public service delivery, together with the work environment, is a dynamic and sophisticated web of interdependent components. A well-structured and transparent bureaucracy is crucial for translating policies into actions and guaranteeing the effective delivery of public services. Simultaneously, a pleasant work atmosphere that supports responsibility, creativity, and employee well-being is vital for attaining great service delivery results. As government continues to change, finding the correct balance between bureaucratic efficiency and flexibility will remain important in maintaining a wealthy and inclusive society that fulfils the demands of its citizens efficiently.

### **Empirical Review**

The empirical review was adjusted to coincide with the study's unique aims. Existing research acknowledges the influence of government bureaucracy and the work environment on the quality of public service delivery.

### **Government Bureaucracy and Quality Public Service Delivery**

Ohemeng and Anebo (2012), in their study titled *The Politics of Administrative Reforms in Ghana: Perspectives from Path Dependency and Punctuated Equilibrium Theories*, explore how bureaucratic structures and administrative reforms impact public service delivery in Ghana. The research highlights that while bureaucracy aims to standardize processes and ensure fairness, the excessive rigidity of bureaucratic procedures often hinders timely and efficient service delivery. Their findings emphasize the inefficiencies

caused by hierarchical decision-making and the lack of accountability within Ghana's public service. The authors argue that the entrenched bureaucratic culture has limited the success of reforms, such as the Citizen Charter initiative, which aimed to enhance responsiveness and transparency in public service delivery.

Ayee (2017), in his study *Reforming the African Public Sector: Retrospect and Prospects*, examines the challenges facing public sector reforms in Ghana, with a particular focus on bureaucratic inefficiencies. The study identifies the persistence of outdated bureaucratic systems as a significant barrier to quality public service delivery. Issues such as corruption, excessive formalities, and weak institutional capacities are highlighted as contributors to the poor performance of public institutions. Ayee underscores the need for comprehensive reforms to streamline bureaucratic processes and enhance the professionalism of public servants to improve service delivery outcomes.

Agbevade and Tweneboah-Kodua (2020), in their research titled *Public Sector Reforms and Service Delivery in Ghana: Assessing the Effectiveness of Decentralization Policies*, analyze the impact of decentralization efforts on mitigating bureaucratic inefficiencies in Ghana's public sector. The study finds that while decentralization was intended to improve public service delivery by reducing bureaucratic bottlenecks, the inconsistent implementation of policies and the lack of coordination between central and local government agencies have perpetuated delays and inefficiencies. The authors recommend stronger oversight mechanisms and capacity-building initiatives to address the

challenges posed by bureaucratic structures and enhance the quality of services provided to citizens.

Ukeje et al. (2019) did research that delved into the relationship between bureaucratic systems and the delivery of public services in Nigeria. The study explored the bureaucratization process in Nigeria, analyzing the administrative structures, policies, and procedures that govern the functioning of government institutions responsible for service delivery. The data gathered was then examined employing correlation and regression statistical methods. The study found that, bureaucratic red tape, corruption, institutional design, resource allocation, and the role of political influences in shaping service outcomes. Understanding the views of citizens is crucial in identifying areas that require improvement and reform in the bureaucratic system. These suggestions might include measures to streamline bureaucratic processes, increase transparency and accountability, promote citizen-centric approaches, and leverage technology for efficient service provision.

In Albalade and Bel's (2021) inquiry titled "Politicians, bureaucrats, and the public-private choice in public service delivery: anybody there pushing for remunicipalization?" a quantitative method with a causal design was adopted. Through the use of questionnaires, the researchers sought empirical information on remunicipalization, specifically analyzing possible discrepancies in the roles of politicians and bureaucrats in service delivery reform. The research collected data from a survey performed across Spanish municipalities to analyze variations in service delivery preferences between politicians and technical personnel, along with discrepancies in their dispositions towards change. Results suggested that bureaucrats demonstrated

a larger predisposition towards both private engagement in service delivery and service reform compared to politicians.

Furthermore, Masuku and Jili (2019) analyzed the problem of inadequate service delivery at the local government level, attributing it to the politicization of administrative elements within municipalities, resulting in weak local administration. The report argued that boosting service delivery required a coherent approach within South Africa's governmental cooperative structure, where key players in municipalities adopt an integrated strategy. This method entails amalgamating processes and services to promote effectiveness and efficiency in service supply, eventually encouraging an elevated quality of living and sustainable lifestyles for communities. Additionally, local governments are entrusted with establishing economic possibilities, especially for disadvantaged citizens, to contribute to poverty reduction and fulfill public expectations, as specified in the South African government's White Paper on changing public service delivery.

### **Work Environment and Quality Public Service Delivery**

Amponsah-Tawiah and Mensah (2016) examined the role of the work environment in influencing job satisfaction and service delivery among public sector employees in Ghana. Their study, *Occupational Health and Safety and Organizational Commitment: Evidence from the Ghanaian Public Sector*, highlights that physical work conditions, such as office layout, lighting, and ventilation, significantly impact employee productivity and satisfaction. The study found that employees who perceive their work environment as supportive and conducive are more likely to exhibit higher levels of organizational commitment and deliver quality services. Conversely,

inadequate physical conditions often lead to lower morale and reduced service efficiency, undermining public service delivery outcomes.

Amoako-Asiedu et al. (2023), in their research *The persistence of organizational performance problems the public services in Ghana*, explored how the social and psychological aspects of the work environment affect service delivery in Ghana's public institutions. Their findings reveal that a supportive organizational culture, characterized by mutual respect, inclusiveness, and effective leadership, fosters a positive work environment that enhances employee engagement and motivation. This, in turn, leads to improved service quality. The study emphasizes that leadership styles that prioritize employee well-being and open communication are crucial in creating an environment conducive to high performance and efficient public service delivery.

Mickson & Anlesinya, (2020), in their study *Impact of Job Satisfaction and Work Environment on Employee Performance in the Public Sector: Evidence from Local Government Agencies in Ghana*, assessed the interplay between job satisfaction, the work environment, and service delivery. The findings indicate that a positive work environment that includes adequate resources, fair policies, and professional development opportunities is instrumental in enhancing employee performance and service quality. The study highlights that work environments plagued by favoritism, lack of resources, and poor management practices negatively affect employee morale and the overall quality of public service delivery.

In the research done by Ko & Smith-Walter (2013), the main purpose was to evaluate the association between Human Resource Management

(HRM) practices, the work environment, organizational performance, and the mediating impact of taking charge behavior within the public sector. Employing a quantitative study approach, data were gathered and analyzed to test these potential links. Surveys and questionnaires were deployed to acquire data from workers and managers across different public sector enterprises. The results of the research revealed a substantial link between HRM practices, the work environment, and organizational performance in the public sector, with taking charge behavior having a mediating role in this correlation.

Choi and Kim (2017) conducted research focusing on the Effects of Work Environment on Service Employee Burnout and Turnover Intention within the Korean Casual Dining Restaurant industry. The primary objective was to explore how the work environment influences service employee burnout and their intention to leave within this specific context. Employing a quantitative research design, the authors aimed to identify work environment factors contributing to employee burnout and turnover intention. Surveys and questionnaires were administered to employees in various Korean casual dining restaurants. Specific factors such as workload, managerial support, job autonomy, demands, interpersonal relationships, and organizational culture were identified as significant contributors to employee burnout and their inclination to leave the organization.

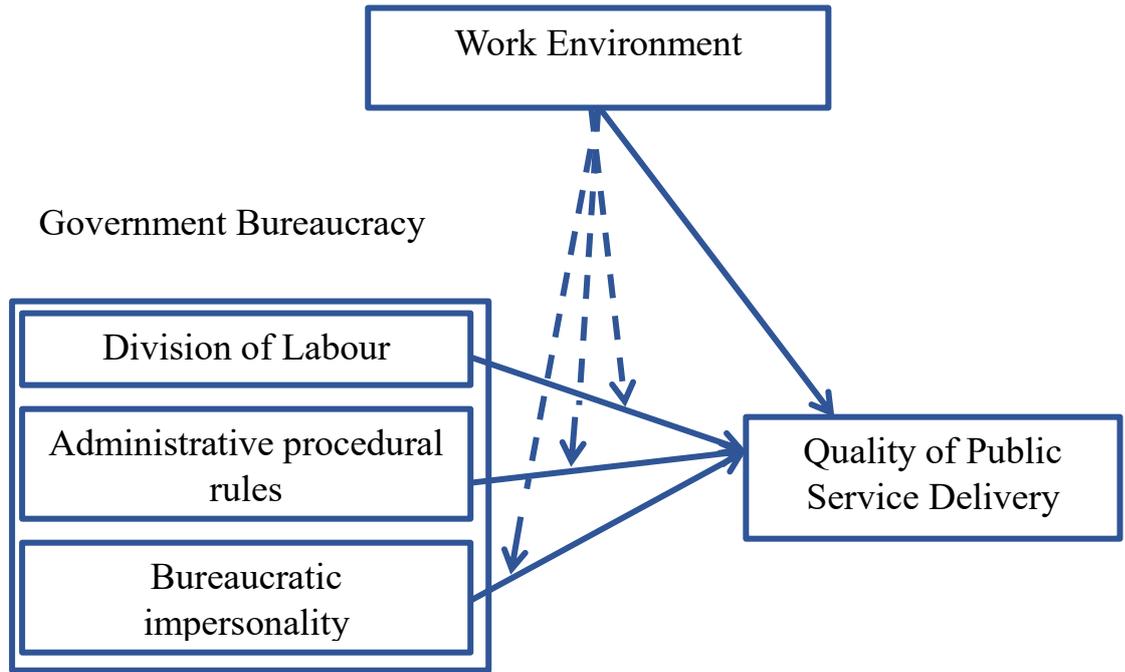
Yang and Huang (2019) conducted research titled "Exploring the Relationship between Work Environment and Job Performance for Public Child Welfare Workers: A Taiwan Case Study." The main objective was to investigate the connection between the work environment and job performance of public child welfare workers in Taiwan. Employing a mixed-

methods approach, the study integrated both quantitative and qualitative methods to gather comprehensive data.

The researchers used surveys and questionnaires to collect quantitative data from public child welfare workers. The findings highlighted significant factors in the work environment that positively or negatively affect job performance. It is possible that supportive work environments, adequate resources, and positive organizational culture might be associated with improved job performance and outcomes for child welfare workers.

### **Conceptual Framework**

A conceptual framework is a theoretical structure of assumptions, principles, and rules that ties together the concepts composing a wide concept (Zikmund et al., 2003). The research explores how work environment, moderating the link between government bureaucracy and quality public service delivery in the public sector. The framework is presented in figure 1. The indicators for government bureaucracy include; Division of Labour (DLA 1-DLA 7), Administrative Procedural Rules (APR 1-APR 6), Bureaucratic Impersonality (BIP 1-BIP 7). Also, Quality Public Service Delivery (QSPD 1-QSPD 10) and lastly, the moderating variable, Work environment (WEP 1 – WEP 10).



**Figure 1: Conceptual Framework**

Source: Author's Construct (2023)

### Chapter Summary

The chapter dug into the literature around theoretical, conceptual, and empirical factors linked to government bureaucracy, the work environment, and quality public service delivery, drawing upon earlier studies. Key concerns and ideas gathered from this review impacted the study's conceptual framework. This review will also play a vital role in shaping the methodology, analysis, presentation of results, discussions, conclusions, and suggestions. The next chapter discusses the approach followed in performing this inquiry.

## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

In this chapter, we expand on the methodology and processes employed in the study. Research technique refers to the systematic inquiry conducted to answer research challenges (Maxwell, 2012; Kothari, 2004). According to Mishra and Alok (2011), research methodology constitutes the scientific framework directing the execution of a certain research effort, describing the systematic processes used to study a particular research subject. Within this chapter, we present an overview of the research strategy and design adopted, define the study region, examine factors about the population and sample size, including the sampling procedure used. Additionally, we offer a detailed overview of the data sources, the data gathering device, the data collection technique, as well as the procedures for data processing and analysis.

#### Research Philosophy

Saunders, Lewis, and Thornhill (2016) described many philosophical approaches that have affected the organization, method, and direction of social scientific research. These viewpoints comprise positivism, critical realism, interpretivism, postmodernism, and pragmatism, each providing unique and essential insights into academic research activities. Consequently, researchers' philosophical views typically determine their choice between qualitative, quantitative, or mixed-methods techniques in their studies (Creswell, 2014).

This research correlates with the positivist approach, which corresponds to a philosophical framework that emphasizes concerns subject to

empirical proof and serves as a basis for generalization. Positivists favor techniques geared at obtaining "facts uninfluenced by human interpretation" (Saunders et al., 2016). They claimed that scientific research techniques permit the uncovering of objective facts inherent in the world. Sekaran and Bougie (2016) further stated that positivists prioritize the completeness, replicability, dependability, and generalizability of research results, typically depending on large sample sizes and quantitative data analysis methodologies.

Positivist proponents apply deductive reasoning to develop ideas subject to testing using a "fixed, predetermined research design and objective measures" (Sekaran & Bougie, 2016). According to Saunders et al. (2016:136), the positivist worldview is more suited to quantitative investigations. The essential assumption of the positivist paradigm is the presence of an "objective truth in the world that can be measured and scientifically explained." This paradigm resonates with the present study because it entails hypothesis testing.

In social science research, diverse philosophical perspectives have influenced the methodologies employed by scholars. These philosophical stances, including positivism, critical realism, interpretivism, postmodernism, and pragmatism, offer varied insights and methodological approaches to studying social phenomena. As researchers explore their chosen subjects, their philosophical orientations often inform their decisions regarding qualitative, quantitative, or mixed-methods research strategies.

In this study, the research philosophy embraced is grounded in positivism. The positivist approach places a strong emphasis on empirical evidence that can be scientifically verified and utilized for making

generalizations. Positivists seek to uncover objective truths, uncolored by subjective human interpretations, and believe that employing scientific research methods is the key to achieving this goal. The pursuit of thoroughness, replicability, reliability, and generalizability of research findings is of paramount importance to positivists, leading them to frequently rely on large sample sizes and quantitative data analysis techniques.

Furthermore, proponents of positivism use deductive reasoning to formulate theories, which can be subjected to examination through a predefined research design and objective measurements. As Saunders et al. (2016:136) point out, the positivist paradigm is particularly well-suited for quantitative studies. This paradigm operates under the assumption that there exists an objective truth in the world, and this truth can be measured and scientifically explained. Given the nature of this study, which involves the testing of hypotheses, the positivist approach aligns seamlessly with the research objectives.

In conclusion, the selection of a research philosophy plays a crucial role in shaping the trajectory of social science research. By embracing positivism, this study is driven by a quest for objective truths and emphasizes the rigor and generalizability of its findings. The adoption of a quantitative approach allows for the systematic examination of hypotheses and the analysis of empirical data, contributing to a robust and scientifically grounded investigation.

### **Research Design**

Selecting a suitable research design was vital to properly address the study objectives and establish relevant assumptions. A study design comprises

the systematic approach followed by the researcher in data gathering and analysis (Turner, 2014). Potwarka et al. (2020) describe research design as a collection of arrangements established to gather and evaluate data in a way compatible with the study goal and cost-effective. Young and Javalgi (2007) characterize it as a thorough strategy covering the process and strategies for acquiring and evaluating relevant information.

In the area of social science research, three primary study designs have typically been employed: descriptive, explanatory, and exploratory (Abutabenjeh & Jaradat, 2018; Rovai et al., 2013). Exploratory research tries to get a better knowledge of an existing situation and often does not offer conclusive findings. It is versatile and establishes the framework for future research. According to Abutabenjeh and Jaradat (2018), exploratory design focuses on collecting information and grasping social reality to discover key issues and factors within a real-world environment.

Explanatory study, contrary, aims to give reasons for why a phenomenon happens and forecast future occurrences. It largely tackles "why questions" to understand the correlations between variables (Babbie, 2010). While explanatory research may not yield clear conclusions owing to insufficient statistical strength, it assists in understanding the underlying processes of occurrences. Descriptive research tries to give descriptions and observations of a certain occurrence (Creswell & Clarke, 2017). It emphasizes on addressing questions pertaining to how, what, and where, rather than why. A prominent element of descriptive design is its capacity to promote comparisons, highlighting similarities and contrasts between occurrences, hence boosting the perception of social reality (Babbie, 2010).

For the present study, an explanatory research strategy was adopted. This choice was prompted by the objective to study causal linkages between dimensions, notably government bureaucracy and work environment (independent variables), and quality public service delivery (dependent variable). Explanatory studies strive to characterize the nature and direction of interactions between variables, as stated by Zikmund Carr, Babin, and Griffin (2013). Potwarka et al. (2020) further underline that the positivist research paradigm tries to demonstrate cause-and-effect linkages, employing consistencies to produce predictions based on scientific principles.

### **Research Approach**

Creswell & Creswell (2017) present three major research approaches: (a) qualitative, (b) quantitative, and (c) mixed techniques. The quantitative approach to research focuses on describing phenomena via the collecting of numerical data and their analysis using mathematically-based approaches, notably statistics (Creswell & Creswell, 2017). It requires quantifying data both in collecting and analysis stages (Bryman & Cramer, 2012; Lincoln & Guba, 1985). Quantitative research applies deductive reasoning and tries to find patterns in human experiences by breaking down the social environment into empirical components known as variables, which may be quantitatively represented and investigated using statistical methods (Rahman, 2020).

Conversely, the qualitative research technique entails acquiring and evaluating non-numerical data such as text, video, or audio to grasp ideas, views, or experiences (Creswell & Creswell, 2017). It is commonly utilized to get significant insights into a topic or produce fresh research ideas. Qualitative research acknowledges subjectivity throughout both data collecting and

analysis processes, attempting to understand how people perceive the world. While numerous methodologies exist within qualitative research, they usually display flexibility and promote the conservation of rich meaning throughout data interpretation.

The mixed methods research strategy demands purposely mixing diverse methodologies in data collecting, analysis, and interpretation of findings (Creswell & Creswell, 2017). It requires gathering and evaluating both quantitative and qualitative data within the same research. Mixed methods research uses the potential qualities of both methodologies, allowing researchers to investigate multiple viewpoints and identify linkages that exist across the varied layers of research issues.

For the current study, the quantitative research technique was adopted. This conclusion resulted from the fact that respondents evaluated elements in the scale quantitatively using established rating scales, coinciding with the nature of quantitative research. Furthermore, the design of the data collection instrument, research objectives, statistical methods for data processing, statistical tools for analysis, and the theoretical underpinnings of the study all favored the adoption of the quantitative research approach over qualitative and mixed methods approaches.

### **Study Area**

Twifo Atti Mokwa District Assembly is a district located in the Central Region of Ghana. It is situated in the western part of the region and shares boundaries with other districts such as Twifo Hemang Lower Denkyira, Assin North, and Assin South. The district capital is Twifo Praso, which serves as the administrative and commercial center of the district. Twifo Atti Mokwa

District Assembly is known for its rich cultural heritage and natural resources. The district is predominantly inhabited by the Twi and Fante ethnic groups, who engage in various economic activities such as agriculture, fishing, and trading. The district's economy primarily relies on cocoa farming, with many farmers cultivating cocoa as their main cash crop. Other agricultural activities include the cultivation of food crops such as maize, cassava, and plantain.

The district is blessed with fertile soils and favorable climatic conditions, making it suitable for agriculture. It also has several rivers and streams that provide water for irrigation and fishing activities. The Twifo Praso Forest Reserve, located within the district, is a significant natural resource that contributes to the district's biodiversity and ecotourism potential. In terms of infrastructure, the Twifo Atti Mokwa District Assembly has made significant progress in recent years. The district is well connected to other parts of the country through a network of roads, including the major highways that link it to neighboring districts and regions. Educational facilities, healthcare centers, and basic amenities are available to cater for the needs of the residents.

Culturally, the district celebrates various festivals and traditional events that showcase the customs, traditions, and values of the local people. These festivals serve as a platform for fostering unity, promoting tourism, and preserving the cultural heritage of the district. In summary, the Twifo Atti Mokwa District Assembly is a district in the Central Region of Ghana that boasts of a rich cultural heritage, abundant natural resources, and a predominantly agricultural economy. With its vibrant communities, diverse

economic activities, and commitment to development, the district continues to strive for progress and prosperity for its residents.



Figure 1: Shows the district map of Twifo Atti Mokwa, where Twifo Praso is the capital.

Figure: District map of Twifo Atti Mokwa District Assembly

Source: Wikipedia

### Population

Population refers to the whole of cases that match particular criteria (Graneheim & Lundman, 2004). Ngechu (2004) defines population as a

gathering of factors, events, persons, or things that constitute the focus subject of examination in research. According to Leedy and Ormrod (2010), the population constitutes the target group from whom the researcher intends to gather information and make conclusions. For the purpose of this research, the population covers all workers of the Twifo Atti Mokwa Assembly in Ghana. This included 247 workers at the Assembly. This decision was determined based on their vital role in marketing and providing services to the population.

As delineated in Section 78 of the Local Governance Act 939 of 2016 (Fourth Schedule), there are sixteen departments established for Municipal/Metropolitan Assemblies, including Central Administration, Finance, Education, Youth and Sports, Health, Agriculture, Physical Planning, Social Welfare and Community Development, Natural Resources Conservation Department Forestry Game & Wildlife Division, Works, Industry And Trade, Disaster Prevention and Management, Transport, Urban Roads, Waste Management, Budget & Rating, and Legal Department (A Guide To District Assemblies in Ghana, 2016).

Within these institutions, all staff members engaged in various departments of the District Assembly, responsible for providing the essential technical competence for local level development, are deemed automatic members of the Local Government Service (LGS) upon its inception. Consequently, the study population contains a total staff component of 247 workers.

### **Sampling Procedure and Sample Size**

Sampling is a statistical approach applied to pick a representative subset of a population for the goal of gathering information or data (Babbie

et al., 2007). It requires picking a predefined number of observations from a population to derive conclusions about the whole population. Sampling is crucial since examining a whole population is frequently impracticable (Bryman & Cramer, 2009).

There are three basic kinds of sampling techniques: non-probability sampling, probability sampling, and mixed-method sampling. Non-probability sampling does not provide every member of the population an equal chance of selection for the sample. Examples of non-probability sampling approaches include convenience sampling, quota sampling, network sampling, and purposive sampling. In contrast, probability sampling assures that all population constituents have an equal chance for selection. Probability sampling approaches comprise simple random sampling, stratified sampling, cluster sampling, and multi-stage sampling (Cavana et al., 2001).

Mixed sampling comprises the combining of non-probability and probability sampling procedures at various phases of the investigation (Wurtz, 2015). In this study, the researcher adopted the simple random sample procedure to choose respondents from the sampling frame. A sample size of 247 staff members was selected to participate based on the criteria provided by the census approach.

Census sampling is a methodology employed in research and data collection to gather information from an entire population rather than a subset or sample. In a census, data is collected from every individual or element within the target population of interest. This approach aims to

furnish a comprehensive and accurate representation of the population, encompassing all members rather than a selected portion.

Census sampling is typically employed when the population size is relatively small or manageable, making it feasible to collect data from every individual (Tarozzi & Deaton, 2009). It ensures that no one from the population is left out and allows for detailed analysis and conclusions about the entire population. This technique is often used in government surveys, national statistics, and official data collection efforts. The advantages of using a census sampling technique include: Accuracy: Since data is collected from every member of the population, there is no sampling error, providing a highly accurate representation of the population's characteristics. Also, it aids in Generalizability: Findings from a census sample can be directly applied to the entire population without the need for statistical inference or extrapolation. Finally, In-depth analysis: Researchers have access to a complete dataset, enabling comprehensive analysis and exploration of various variables and relationships within the population.

### **Data Collection Instrument**

The major instrument for collecting data in this research was a survey questionnaire. A survey questionnaire involves a planned set of queries designed to extract information from respondents (Malhotra & Birks, 2007). Widely applied in research, questionnaires are effective for examining themes essential to company management and growth (Young & Javalgi, 2007; Malhotra & Birks, 2007). Closed-ended questions were deployed, encouraging respondents to pick from prepared answer possibilities, each handled

individually. The questionnaire's closed-ended items encompassed sections for acquiring respondents' demographic details and gauging their agreement levels regarding Likert scale statements and multiple-choice queries (Leedy & Ormrod, 2010).

Compared to interviews, questionnaires offer distinct advantages, particularly when structured questions are utilized, streamlining data analysis (McCull et al., 2005). The choice of a questionnaire in this study stemmed from the necessity of gathering reliable data from a sizable population. Questionnaires prove practical for data collection when factual information is sought from a considerable number of individuals (Khadka & Maharjan, 2017). A 7-point Likert scale was employed within the questionnaire, presenting respondents with a spectrum of options and prompting them to select the one aligning best with their perspective (Leedy & Ormrod, 2010).

The 7-point scale facilitated the assessment of respondents' agreement levels with specific statements or questions, ranging from (1) signifying the lowest agreement level to (7) indicating the highest. The questionnaire comprised four sections, each aligned with the study's specific objectives. Section A focused on gathering demographic information, encompassing five variables. Section B assessed government bureaucracy, while Section C targeted government quality of service delivery, and Section D delved into the work environment. The researcher adopted construed research instrument for the study.

The study adopted several key sources to underpin its constructs across various sections. For Government Bureaucracy, Mintzberg's (1979) provided insights into the division of labor as a driver of efficiency and specialization,

while Weber's (1947) highlighted procedural rules as foundational for consistency and fairness in service delivery. Blau and Meyer's (1987) emphasized bureaucratic impersonality as critical for ensuring neutrality and fairness. For Government Quality of Service Delivery, Bovens, Goodin, and Schillemans' (2014) explored accountability mechanisms, Fung, Graham, and Weil's (2007) examined the role of transparency in fostering public trust, and Osborne and Gaebler's (1992) emphasized reliability in delivering consistent services. Finally, for the Work Environment, Herzberg's (1966) was used.

### **Pre-test**

To ascertain construct validity, a comprehensive empirical review was undertaken, guiding the selection of items incorporated into the scale. Furthermore, an initial version of the scale was administered to a 5% subset of a similar sample size drawn from the Twifo Hemang Lower Denkyira District Assembly. Extensive discussions were conducted with these respondents to collect their feedback and perspectives, resulting in necessary refinements to the scale. This iterative process aligns with the recommendations advocated by Keesler and Fukui (2020). Subsequently, the revised questionnaire underwent further scrutiny and approval by the supervisor. To establish scale reliability, a Principal Component Factor Analysis was undertaken. The findings of the Kaiser-Meyer-Olkin (KMO) measure of sample adequacy and Bartlett's Test of sphericity guided this study. The discovered parameters were further tested for internal consistency using Cronbach's Alpha, a generally regarded measure of dependability.

### Validity and Reliability

Higson-Smith, and Kagee (2006) define reliability as the consistency of the instrument. An instrument achieves reliability when it consistently offers accurate measurements of an unchanging value. Reliability concerns the consistency and dependability of a measurement, as outlined by Neuman & Kreuger (2003) and Creswell (2014), indicating the likelihood of consistent results from a measurement technique in describing a phenomenon. The basic objective of dependability is to decrease mistakes and biases in research, as underlined by Saunders et al. (2016). To examine the internal consistency of the research components, Cronbach's Alpha coefficient was determined using the pre-test data, as indicated in Table 1. Past research reveals that dependable scales often have a Cronbach's Alpha value of 0.70 or above (Pallant, 2016). Based on this criterion, it can be deduced that all the constructs in the research exhibit good internal consistency.

**Table 1: Questionnaire Items and Their Reliability Coefficients**

<b>Variable</b>	<b>Questionnaire Items</b>	<b>Cronbach's Alpha</b>
Division of Labour	7	0.759
Administrative Procedural Rules	6	0.817
Bureaucratic Impersonality	7	0.788
Quality Public Service Delivery	10	0.772
Work Environment	10	0.757

Source: Field survey (2023)

Table 1 provides the Cronbach's alpha coefficients for all variables. The table demonstrates that the Cronbach's alpha values ranged between 0.757 and 0.817. These values surpass the minimal criterion of 0.50. Consequently, using the criteria proposed by Boohene, Agyapong, and Asomaning (2012), it

may be deduced that all measurement items demonstrated good dependability, reaching an acceptable degree of reliability.

### **Data Collection Procedure**

Permission to conduct the data collection process at the University of Cape Coast was secured by submitting a formal request letter to the university's administration through the Graduate School of Business. Upon receiving approval, the sampling frame was made accessible for the study's implementation. The researcher ensured that all participants were fully informed about the research's purpose, and their consent was obtained prior to their involvement. Clear agreements were established regarding the distribution of questionnaires, with respondents having the option to complete them during their break periods. Participants were assured that they were not obligated to respond to any questions they found unclear or disagreed with.

The drop-and-pick survey method was utilized, allowing respondents to self-administer the questionnaire. Trained research assistants were also enlisted to provide support during the primary data collection phase. These measures were implemented to guarantee the successful collection of data necessary for achieving the research objectives. The survey was conducted over a period spanning from February 20, 2024, to March 10, 2024, providing participants with ample time to complete and return the questionnaires.

### **Response Rate**

In this research, the sample comprised 247 employees. Accordingly, a total of 247 questionnaires were distributed, of which 232 were completed and returned, resulting in a response rate of 93.9%. This indicates that

approximately 6.1% (15 questionnaires) were not returned, as illustrated in Table 2.

**Table 2: Response Rate**

Questionnaire	Count	Percentage (%)
Returned	232	93.9
Non-Returned	15	6.1
<b>Total</b>	<b>247</b>	<b>100</b>

Source: Field survey (2023)

The return rate of 93.9% was rated acceptable, coinciding with the guidelines set by Mugenda and Mugenda as quoted by Choso & Wetaba (2019), who recommended that a response rate of 50% is suitable for analysis and reporting, 60% is considered good, and above 70% is exceptional. The high response rate was ascribed to the researcher's existing relationships in the study region, which helped the data gathering procedure. Additionally, the researcher physically administered the surveys and did multiple follow-ups via phone conversations with both research assistants and respondents to resolve issues, trying to boost the response rate.

### **Data Processing and Analysis**

According to Vonrhein et al. (2011), data analysis comprises simplifying and interpreting data to meet research issues. Yan et al. (2016) describes data analysis as the process of providing order and meaning to acquired information, including methodical editing, cleansing, converting, and modeling data to extract relevant insights and enhance decision-making (Lyashenko et al., 2021). The basic purpose of data analysis is to organize and obtain meaningful conclusions from the data (Brink et al., 2012).

In this study, the data analysis mostly focused on quantitative research. The acquired data was analyzed using two software tools: Statistical Package for the Social Sciences (SPSS) version 26 and SmartPLS version 3. SPSS was applied for descriptive analysis, giving frequencies and percentages to grasp respondent characteristics.

Conversely, SmartPLS facilitated structural equation modeling, aligning with the research inquiries of this study. Through the utilization of these statistical tools, the researcher effectively analyzed the data, identified patterns, and drew conclusions relevant to the research objectives.

### **Structural Equation Modelling**

Structural Equation Modeling (SEM) acts as a statistical tool allowing researchers to investigate correlations between unobservable variables via indicator variables. SEM combines measurement error in observable variables and estimates the routes between variables inside the model to minimize residual variance (Chin, 1998 as quoted in Hair et al., 2016). Partial Least Squares-Structural Equation Modeling (PLS-SEM), a derivation of SEM, tries to improve the R<sup>2</sup> values of endogenous constructs by estimating the route model (Hair et al., 2014).

SEM has two primary components: measurement equations, entailing confirmatory factor analysis for construct validation and scale augmentation, and structural equations, revealing links among research constructs via route analysis. PLS-SEM demonstrates especially useful for complicated models and small sample sizes, as well as situations with less defined theory (Hair et al., 2014; Rezaei & Ghodsi, 2014; Shahijan et al., 2014).

In this research, reflective measuring scales were adopted, whereby constructs were seen as producing the indicators. Reflective measurement scales presume that indicators reflect the underlying construct, a decision harmonizing with the study's indicator and construct nature. SEM has various benefits versus competing methods like regression. Firstly, SEM contains latent variables, permitting the accurate and reliable collection of constructs via numerous indicators. Secondly, SEM enables a better portrayal of causal links between latent variables compared to regression. Thirdly, SEM facilitates the regression of one or more independent factors on one or more dependent variables. Moreover, SEM provides simultaneous investigation of direct, indirect, and total impacts by estimating numerous exogenous and endogenous variables concurrently. PLS-SEM successfully tackles difficulties such as skewness, multicollinearity, and structural model misspecification (Cassel et al., 1999). Given SEM's benefits, the current research relied on PLS-SEM to test hypotheses and investigate variable correlations, allowing complete data analysis given the model's complicated structure.

### **Internal Consistency Reliability**

Composite reliability analyzes the consistency of findings across items within the same test, establishing if elements measuring a construct generate comparable scores (i.e., whether correlations between items are significant) (Drolet & Morrison, 2001). It provides as a more adequate metric of internal consistency than Cronbach's alpha (Rossiter, 2002). Ranging from 0 to 1, composite reliability values with higher scores imply stronger dependability, interpreted analogous to Cronbach's alpha. Typically, scores of 0.60 to 0.70 are thought acceptable in exploratory research, whereas values between 0.70 and

0.90 are considered good in more advanced phases (Nunnally & Bernstein as reported by Schaufeli et al., (2002).

### **Convergent Validity**

Convergent validity refers to the degree of agreement across numerous items attempting to test the same idea (MacKinnon, 2008). Anderson and Gerbing (1988) propose that convergent validity is established when all factor loadings for questions measuring the same concept are statistically significant. Hair et al. (2019) suggest that convergent validity may be examined using factor loadings and the average variance extracted (AVE). According to Hair, Ringle, and Sarstedt (2019), to demonstrate convergent validity, factor loadings should be 0.60 or greater. An AVE value of 0.50 or above suggests that, on average, the construct accounts for more than half of the variation in its indicators. Conversely, an AVE below 0.50 shows that, on average, more error persists in the items than the variation explained by the concept.

### **Discriminant Validity**

Discriminant validity relates to the degree to which a notion is unique from others experimentally. Establishing discriminant validity shows that a concept is unique and contains phenomena not reflected by other constructs in the model (MacKinnon, 2008). The Heterotrait-Monotrait Ratio (HTMT) serves as a metric for assessing the discriminant validity of a PLS-SEM model. According to Henseler, Ringle, and Sarstedt (2015), a latent concept displays discriminant validity when its HTMT ratio falls below 0.850. Another way for testing discriminant validity is the Fornell-Larcker criteria, which compares the square root of the AVE values with the correlations between latent variables (Fornell and Larcker, 1981). Specifically, the square root of

each component's AVE should surpass its strongest correlation with any other construct (Hair et al., 2013).

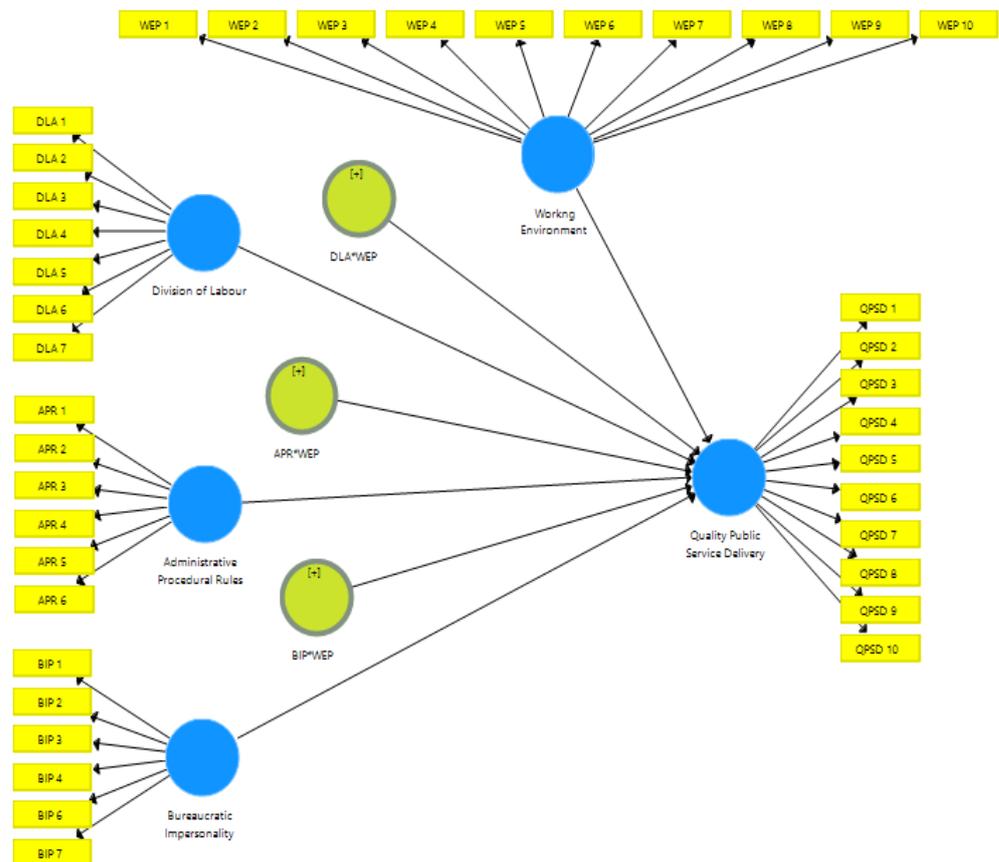
### **Assessment of the structural model**

The fundamental criteria for assessing PLS-SEM are the coefficient of multiple determinations ( $R^2$ ) for each endogenous component.  $R^2$  assesses the explained variance of a latent variable compared to the overall variance. According to Hair et al. (2014),  $R^2$  values of 0.25, 0.5, and 0.75 are classed as weak, moderate, and considerable, respectively, for structural models. Following this, the structural model's evaluation comprises assessing the regression coefficients between verified latent variables. The size of regression coefficients reflects the strength of the association between two latent variables, with significance commonly evaluated at the 0.05 level (Bradley & Tibshirani, 1993).

Additionally, the predictive usefulness of the structural model is tested using Stone-Geisser's  $Q^2$  statistic (Stone, 1974).  $Q^2$  values larger than zero for a certain reflecting endogenous latent variable show the predictive importance of the route model for that construct. As per Hair et al. (2016), values of 0.02, 0.15, and 0.35 suggest modest, medium, and substantial predictive importance, respectively, for an external construct concerning an endogenous construct. It's also necessary to measure the influence of individual endogenous factors on the exogenous variable, which is done via the effect size ( $f^2$ ). According to Cohen (1988),  $f^2$  values of 0.02, 0.15, and 0.35 reflect modest, medium, and high impacts of the exogenous latent variable, respectively.

### Specifying the Structural and Measurement Model

This section illustrates the model structure adopted in this investigation, describing both the exogenous and endogenous variables along with their related indicators. The structural model is presented in figure 2. In this research, there are four external factors, one moderating variable, and one endogenous variable. The exogenous factors are Division of Labour (DLA), Administrative Procedural Rules (APR), and Bureaucratic Impersonality (BIP), whereas the moderating variable is Work Environment (WEP). Quality Public Service Delivery (QPSD) is the endogenous variable. The model comprises four (4) route possibilities, as depicted in figure 2.



**Figure 2: Structural Model**

Source: Smart PLS (2023)

### **Common Method Bias**

Self-report measures have the potential to introduce common method bias, which occurs when a singular method, such as a single survey, unduly impacts the outcomes (Podsakoff et al., 2003). Another source of common method bias could be respondents' tendency to provide socially desirable responses, leading to shared variation among the indicators (Favero & Bullock, 2015; Kock & Lynn, 2012). To mitigate this bias, only scales with established validity were utilized (Alfes et al., 2013).

To further examine the prevalence of common method bias, researchers commonly apply Harman's single-factor test and variance inflation factor (VIF) scores (Podsakoff & Organ, 1986; Kock & Lynn, 2012). Harman's single-factor test claims that if common method bias is considerable, a single factor will emerge from factor analysis, suggesting that one overarching factor explains most of the covariance among the variables under inspection (Podsakoff & Organ, 1986). In this research, an exploratory factor analysis utilizing main axis factoring was undertaken, encompassing all three variables. The research resulted in eleven variables, with factor 1 explaining just 30.32 percent of the variation. This conclusion implies that no singular component emerged, suggesting that no single general factor accounted for the bulk of covariance among the latent factors. Hence, it is doubtful that common procedure bias greatly impacted the study's conclusions.

### **Ethical Consideration**

According to Saunders, Lewis, and Thornhill (2007), it is crucial for social researchers to get consent from respondents and adhere to study ethics by explicitly articulating their aims. In this research, the respondents were

instructed about the concepts of anonymity and confidentiality. They were told that their identities would not be divulged, and all information submitted would be kept with the strictest discretion. Furthermore, the respondents were informed that they had the freedom to choose whether or not to respond to any particular question. The researcher also upheld the ethical principle of full disclosure by providing the respondents with information regarding the potential risks, discomforts, and benefits associated with the study. No deliberate deception was employed in providing this information to the study participants.

### **Chapter Summary**

This chapter gives a full review of the methods followed in performing the study. It includes different topics such as the theoretical framework, research methodology, study design, sampling method, data collecting processes, data collection instrument, and data analysis methodologies. The study was anchored on the positivist research paradigm, creating the theoretical underpinning. A quantitative research strategy was selected owing to the quantitative character of the data obtained via questionnaires, which was analyzed using both descriptive and inferential statistics. To guarantee impartiality, an explanatory study design was employed. Sampling was undertaken using a census approach to choose participants for the research. The major data gathering tool employed was a 7-point Likert scale questionnaire. Data analysis was conducted out using Statistical Package for Social Sciences (SPSS) version 26 and SMART PLS 3 software.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This study sought to investigate the impact of Government Bureaucracy and Quality Public Service Delivery at Twifo Atti Mokwa District Assembly, with a focus on the moderating influence of Work Environment. Here, we present an analysis of the data collected from participants, primarily through a structured questionnaire. The analytical techniques applied encompassed frequencies, percentages, and structural equation modeling. This chapter aligns with the overarching research objectives delineated in Chapter One, addressing the primary research aim. The initial section examines the response rate and demographic information of the respondents, while the subsequent section delves into the study's specific research objectives.

The next part of the section discusses the interrelationships between the variables which include; Government bureaucracy dimensions; Division of Labour (DLA), Administrative Procedural Rules (APR) and Bureaucratic Impersonality (BIP); Quality Public Service Delivery (QPSD) and Work Environment (WEP). The approach of PLS is based on an iterative combination of analysis and regression of primary components. Its value is that, in the meaning of a given model, it concurrently calculates all path coefficients and individual item loadings.

#### Descriptive Results for Socio-Demographic Characteristics

This segment provides insights into the characteristics of the respondents involved in the study. The demographic attributes under scrutiny

were examined descriptively, employing measures such as frequency and percentage, and are displayed in tables for enhanced clarity and comprehension.

**Table 3: Demographic Characteristics for Respondents**

<b>Background characteristics</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Sex</b>		
Male	141	60.8
Female	91	39.2
Total	232	100
<b>Age</b>		
21-30 years	82	35.3
31-40	111	47.8
41-50	30	12.9
51-60	8	3.4
Above 60	1	0.4
Total	232	100
<b>Marital status</b>		
Single	87	37.5
Married	145	62.5
Total	232	100
<b>Academic qualification</b>		
Postgraduate	32	13.8
First degree	127	54.7
SHS/HND	73	31.5
Professorial	0	0.0
Total	232	100
<b>Work Experience</b>		
1-5 years	115	49.6
6-10 years	72	31.0
11-15 years	32	13.8
16 and above	13	5.6
Total	232	100

Source: Field survey (2024)

Table 3 presents a clear depiction of the gender distribution among survey participants, revealing a higher representation of male respondents compared to females. Specifically, 60.8% of the respondents were male, while 39.2% were female, suggesting a notable male predominance in employment at the Twifo Atti Mokwa District Assembly in the Central Region of Ghana. This observation is somewhat surprising given the prevalent gender inequality in employment nationwide. According to the Population and Housing Census (2021), female labor force participation rates consistently lag behind those of males in Ghana, despite females constituting over half of the population. Furthermore, females typically experience higher unemployment rates and lower participation in wage employment compared to males.

Regarding the age distribution of respondents, the majority, accounting for 47.8%, fell within the 31 to 40 age brackets, indicating a substantial presence of relatively young staff within the district. Additionally, 35.3% of respondents were below 30 years old, suggesting a considerable proportion of youthful employees with significant potential for future development initiatives within the District. Moreover, 12.9% of respondents were between 41 and 50 years old, while only a small fraction, representing 0.4%, were above 60 years old. This may be the exiting employees whose time is due within the public sector. This distribution implies that the workforce comprises predominantly younger individuals with considerable potential to influence future performance positively.

In terms of marital status, the majority of respondents, comprising 62.5% of the sampled population, were married, while 37.5% were single.

Regarding educational attainment, the analysis revealed that 54.7% of respondents had obtained a first-degree education, indicating a substantial proportion of staff with undergraduate qualifications. Additionally, 31.5% of respondents had completed senior high school or obtained a Higher National Diploma (HND), reflecting a significant representation of employees with secondary and tertiary education levels. Furthermore, 13.8% of respondents held postgraduate degrees, highlighting a noteworthy presence of staff with advanced educational qualifications. Notably, no respondents reported having attained professorial education, underscoring the emphasis placed on academic qualifications within the organization.

In terms of tenure at the Twifo Atti Mokwa District Assembly, the majority of employees (49.6%) had worked for 1 to 5 years, indicating a relatively high turnover rate or a preference for younger staff. Additionally, 31.0% had worked for 6 to 10 years, 13.8% for 11 to 15 years, and only 5.6% for more than 16 years, suggesting a diverse range of experience levels among staff.

### **Findings of the Research Objectives**

The study aimed to investigate the impact of government bureaucracy and its facets on public service delivery within the Twifo Atti Mokwa District Assembly of Ghana. This section delves into the findings and analysis derived from addressing the three primary research inquiries. The analytical approach integrates both descriptive and inferential statistics, aligning with the explanatory design and quantitative methodology outlined in the methodology section. The results and analysis are systematically organized to address the specific research questions delineated in the study.

**Research Objective One: Assess the influence of Government Bureaucracy and its dimensions on Quality Public Service Delivery at Twifo Atti Mokwa District Assembly in Ghana**

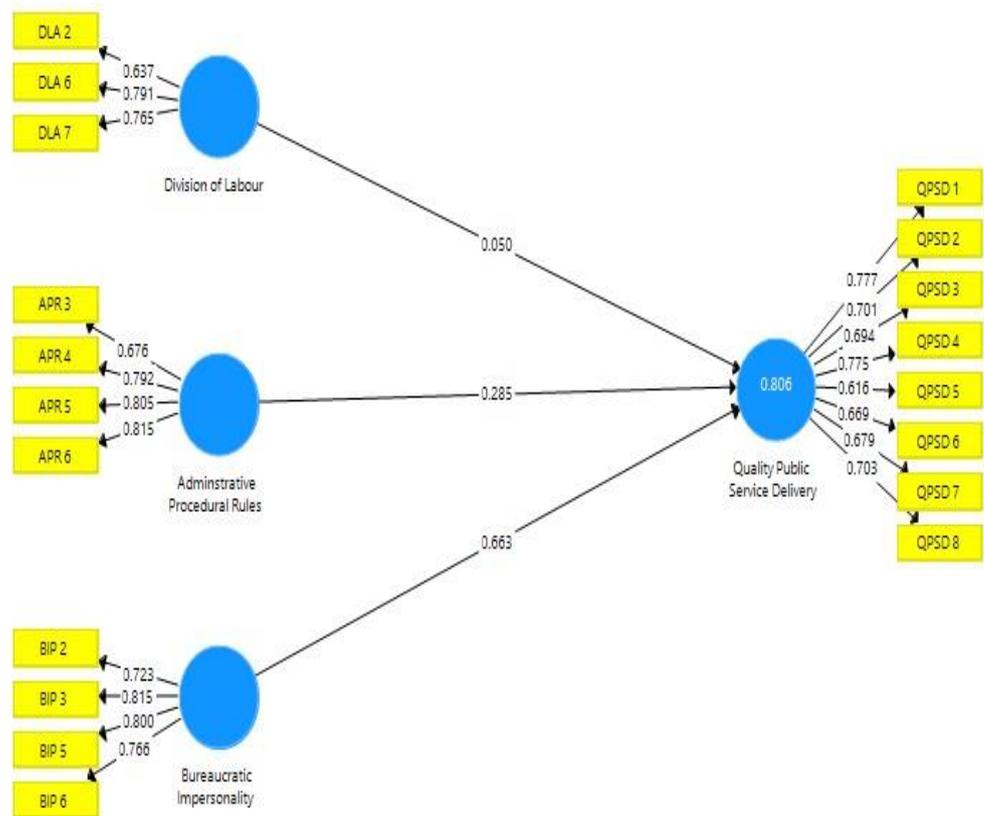
This part attempted to analyze the primary purpose of the study: analyzing the influence of government bureaucracy and its many aspects on the quality of public service delivery within the Twifo Atti Mokwa District Assembly area of Ghana. The examination of this aim relies on defined criteria within the measurement and structural models. Initially, the examination focused on the measurement model, including indicator loadings (IL), internal consistency (IC), convergent validity (CV), and discriminant validity (DV). Subsequently, the structural model, containing the coefficient of determination ( $R^2$ ), significance ( $p$ ), predictive relevance ( $Q^2$ ), and effect size ( $f^2$ ), was assessed, as illustrated in the approaching figures and tables.

**Measurement Model**

The measuring model encompassing indicator loadings (IL), internal consistency, convergent validity (CV), and discriminant validity (DV) was initially examined.

**Indicator Loadings**

Commencing with the indicator acceptability of the Constructs, the findings on Figure 2 demonstrated that loadings were well within the suggested standards of 0.60 and above.



**Figure 2: Indicator Loadings Assessment for objective one**

Source: Field Data (2024)

From Figure 2, loadings for government bureaucracy, depicted by its dimensions; division of labour (DLA) were between 0.637 and 0.791; administrative procedural rules (APR) were between 0.676 and 0.815; and bureaucratic impersonality (BIP) were between 0.723 and 0.815, while those of quality public service delivery (QPSD) were between 0.616 and 0.777. As a rule of thumb given by Hair et al. (2017), the markers depicted in the figure were kept. The remaining items for division of labour (DLA 1, DLA 3, DLA 4, DLA 5), administrative procedural rules (APR 1, APR 2), bureaucratic impersonality (BIP 1, BIP 4) and quality public service delivery (QPSD 9, QPSD 10) were deleted from the model because they failed to meet the threshold or affected overall reliability.

### Internal Consistency Reliability, Convergent Validity and Discriminant Validity

The study of internal consistency reliability for the constructs employed CA, rho\_A, and CR, while convergent validity was tested by the AVE. The study's discriminant validity (DV), assessing the degree of contrast across constructs or variables, was investigated using the Heterotrait-Monotrait Ratio (HTMT). Table 4 gives an overview of the results produced from the PLS output.

**Table 4: Construct Validity and Reliability**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
APR	0.777	0.794	0.856	0.599
BIP	0.782	0.788	0.859	0.603
DLA	0.751	0.858	0.776	0.539
QPSD	0.853	0.859	0.886	0.594

<b>Heterotrait-Monotrait Ratio (HTMT)</b>			
	<b>1</b>	<b>2</b>	<b>3</b>
APR			
BIP	0.820		
DLA	0.640	0.460	
QPSD	0.815	0.703	0.538

*Notes:* APR = Administrative Procedural Rules; BIP = Bureaucratic Impersonality; DLA = Division of Labour; QPSD = Quality Public Service Delivery; CA = Cronbach's Alpha; CR = Composite Reliability; CV = Convergent Validity; AVE = Average Variance Extracted.

Source: Field survey (2024)

While CR is often considered the most reliable measure of internal consistency, a quick examination of the values of all other metrics indicates that the constructs achieved satisfactory internal consistent reliability. Moreover, the convergent validity of the constructs was deemed acceptable since the AVE values exceeded the minimum threshold of 50 percent.

Regarding discriminant validity, the table confirmed that Government Bureaucracy (GB) and Quality Public Service Delivery (QSPD) were distinct constructs, as evidenced by the HTMT ratio falling below the  $< 0.85$  cutoff point.

### Structural Model

The subsequent table assessed the structural model, providing insights into the study's objective. This model was instrumental in drawing conclusions regarding the impact of government bureaucracy on public service delivery, especially among Twifo Atti Morkwa District Assembly staff. Table 5 presents the results of coefficients (R),  $R^2$ , significance (P),  $Q^2$ , and  $f^2$ .

**Table 5: Structural Model Results for Objective One**

	Beta (R)	T Statistics	$R^2$	Adjusted $R^2$	$Q^2$	P- value	$F^2$
			0.806	0.800	0.359		
APR->QPSD	0.285	3.852				0.000	0.213
BIP->QPSD	0.663	10.663				0.000	0.265
DLA->QPSD	0.050	1.064				0.288	0.010

*Notes:*  $R^2$  of 0.25, 0.5 and 0.75 is considered as weak, moderate and substantial respectively;  $Q^2$  of 0.02, 0.15 and 0.35 is considered as small, medium and large respectively;  $f^2$  of 0.02, 0.15 and 0.35 is seen as small, medium and large respectively

Source: Field survey (2024)

According to the path estimation findings, the outcomes of the PLS-SEM indicated that the division of labour did not exert a significant impact on quality public service delivery ( $\beta = 0.050$ ,  $p > 0.05$ ; Table 5, Figure 2). This outcome contradicts the hypothesis proposing a positive relationship between the division of labour and quality public service delivery. The results suggest

that quality public service delivery may not be enhanced by the division of labour as hypothesized.

This finding is interesting, considering that division of labour is often a key factor in optimizing efficiency and productivity in various sectors. In the context of public service delivery, division of labour usually involves the specialization of tasks among individuals or departments, with the expectation that this specialization would lead to more efficient and higher quality service provision. Several studies have explored the relationship between division of labour and service quality in different contexts. For instance, a study by Ali et al., (2021) found a positive correlation between division of labour and service efficiency in a municipal government setting. Similarly, research conducted by Uzir et al., (2021) in a healthcare setting demonstrated that a well-organized division of labor among healthcare professionals led to improved patient care and satisfaction.

However, the results from the study conducted in Twifo Atti Mokwa District Assembly, Ghana, contradict these findings. The local culture, administrative practices, resource availability, and the level of expertise among the workforce are all factors that can significantly impact how division of labor operates in any given region (Basnyat & Clarence Lao, 2020). Additionally, the absence of a significant effect in this study raises questions about the effectiveness of current division of labour practices in the public service sector of Twifo Atti Mokwa District Assembly. Further research might be necessary to explore the reasons behind this lack of impact. This could involve qualitative research methods such as interviews and focus groups to gather insights from local administrators, service providers, and residents.

In conclusion, the study conducted in Twifo Atti Mokwa District Assembly, Ghana, challenges the conventional belief that division of labor universally leads to improved public service delivery. Understanding the unique context of a region is crucial when interpreting such findings. Further research and exploration are necessary to uncover the underlying factors contributing to the lack of significant impact in this specific case.

The second hypothesis of this study sought to test the effect of Administrative Procedural Rules on Quality Public Service Delivery. The hypothesis was stated that;

*H1b: Administrative Procedural Rules has a positive effect on quality public service delivery*

The study estimated the path between administrative procedural rules and quality public service delivery. The results as shown in Figure 2 and Table 5, indicated a path coefficient of 0.285 and a p-value of 0.000. The path coefficient was in the same direction as hypothesized, hence the hypothesis that administrative procedural rules was related to quality public service delivery is supported. In the realm of public administration, procedural rules are essential guidelines that dictate how tasks are performed within government organizations. When these rules are effectively implemented and adhered to, they can contribute to the overall quality of public services provided to citizens.

Several studies have explored the impact of administrative procedural rules on public service delivery. For instance, a study by Chen, Walker and Sawhney (2020) found a strong positive correlation between the clarity of administrative procedures and the quality of services offered by government

agencies. In their research, they demonstrated that when procedural rules were well-defined and easily understandable, public service providers were better able to meet the needs of citizens efficiently and effectively. Additionally, research by Lapuente and Van de Walle (2020) in the context of healthcare administration highlighted the importance of standardized administrative procedures in enhancing patient care quality. Hospitals and healthcare facilities that implemented clear and standardized procedural rules experienced improved coordination among staff, reduced errors, and ultimately, better patient outcomes.

Moreover, the positive relationship between administrative procedural rules and quality public service delivery aligns with the principles of good governance. Effective procedural rules ensure transparency, accountability, and fairness in public administration processes (Agostino, Arnaboldi & Lema, 2021). When these principles are upheld, citizens tend to have more trust in government institutions, leading to improved satisfaction with public services.

The final hypothesis of the first objective sought to assess the influence of bureaucratic impersonality on quality public service delivery. Thus, the hypothesis was stated as follow;

*H1c: Bureaucratic Impersonality has a significant positive effect on quality public service delivery*

Based on the path estimation, the results of the PLS-SEM showed that bureaucratic impersonality had a significant effect on quality public service delivery ( $\beta = 0.663$ ,  $p < 0.05$ ; Table 5, Figure 2). Based on the path estimation, the study supports the hypothesis that bureaucratic impersonality is related to quality public service delivery. In this context, bureaucratic impersonality

refers to the extent to which public service organizations operate in an objective, rule-based, and non-discriminatory manner.

The finding that bureaucratic impersonality had a significant effect on the quality of public service delivery is important and aligns with existing literature. Research in public administration has long emphasized the importance of bureaucratic impersonality in ensuring fair and equal treatment of citizens, which is fundamental to high-quality public service delivery (Tasi, 2022). Bureaucratic impersonality implies that decisions and services are provided based on established rules and procedures, rather than on personal biases or favoritism.

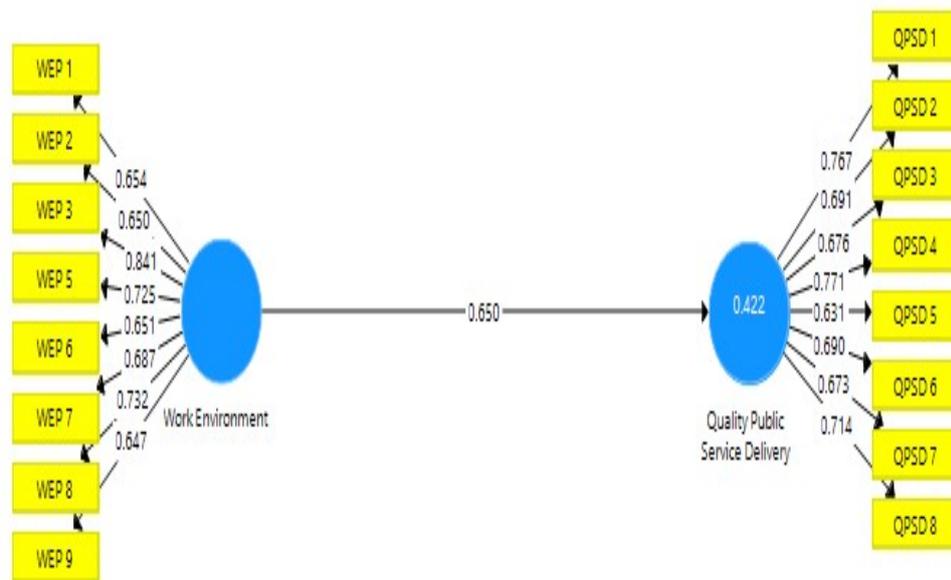
Several studies have explored the impact of bureaucratic impersonality on public service quality. For instance, a study by Ukeje, Ogbulu, Onyema, Obi and Obasi (2019) found that public service organizations characterized by bureaucratic impersonality tended to provide more efficient, reliable, and equitable services to citizens. Similarly, research by Ugben and Egobueze (2021) demonstrated that bureaucratic impersonality was positively associated with citizen satisfaction with public services, indicating that when citizens perceive fair and rule-based treatment, their satisfaction with services increases.

Moreover, the significant effect of bureaucratic impersonality on quality public service delivery underscores the importance of organizational culture and leadership. Public service organizations that foster a culture of fairness, transparency, and adherence to established rules are more likely to provide high-quality services (Pors & Pallesen, 2021). Effective leadership

plays a vital role in promoting these values within organizations, creating an environment where bureaucratic impersonality can thrive.

**Research Objective Two: Assess the effect of work environment on public service delivery at Twifo Atti Mokwa District Assembly in Ghana.**

The study's second objective investigated the impact of the work environment on public service delivery in Twifo Atti Mokwa District Assembly, Ghana. The results pertaining to this objective were examined and discussed following an evaluation of both the measurement and structural models. The loadings of each construct's indicators were assessed using Figure 3, which represents the extracted PLS output.



**Figure 3: Indicator Loadings Assessment for Objective Two**

Source: Field Data (2024)

As depicted in Figure 3, the indicator loadings for the work environment (WEP) ranged from 0.647 to 0.841, while those for quality public service delivery (QPSD) varied between 0.631 and 0.771. Although certain indicators fell below the 0.600 criterion, they were preserved based on the argument made by Hair et al. (2019) that such items may be kept if they do not

impact the overall dependability of the model. All indications were preserved, and their dependability was found satisfactory. Furthermore, the constructs' internal consistency, convergent validity, and discriminant validity were examined using the appropriate values and criteria reported in Table 6.

**Table 6: Construct Reliability, Validity and Discriminant Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
QSPD	0.853	0.858	0.886	0.570
WEP	0.852	0.866	0.885	0.513

**Heterotrait-Monotrait Ratio (HTMT)**

	1	2
QSPD		
WEP	0.724	

Source: Field Data (2024)

The data reported in Table 6 demonstrate that the model applied for this purpose revealed no difficulties with internal consistency reliability, as indicated by all measures—CA, rho\_A, and CR—being well within acceptable limits. Convergent validity of the constructs was accomplished, with good values of AVE obtained. Additionally, the chart demonstrates that WEP and QSPD were different from one other, as evidenced by the HTMT ratio of 0.724, which is less than the 0.850 criterion. Overall, the measuring model was rated adequate, creating a firm basis for the evaluation of the structural model in the succeeding table.

**Table 7: The Structural Model Results of Objective Two**

	Beta (R)	T Statistics	R <sup>2</sup>	Adjusted R <sup>2</sup>	Q <sup>2</sup>	P- value	f <sup>2</sup>
WEP- >QPSD	0.650	9.845	0.814	0.800	0.187	0.000	0.731

Source: Field Data (2024)

The findings resulting from the structural model, as reported in Table 7, demonstrate a strong and beneficial effect of the work environment on quality public service delivery ( $R=0.650$ ;  $t=9.845$ ;  $p=0.000$ ;  $p<0.05$ ). Essentially, a unit rise in work environment ratings associated with a considerable 0.650 boost in quality public service delivery. This result is corroborated by both the t-statistic ( $t=9.845>1.96$ ) and the p-value ( $p=0.000<0.05$ ), demonstrating the importance of variable changes within acceptable bounds. Moreover, the coefficient of determination ( $R^2$  adjusted = 0.814) demonstrates that about 81 percent of differences in quality public service delivery may be explained by changes in the work environment. The residual approximation of 19 percent may be ascribed to unexplained mistakes or other variables not addressed in the research. Additionally, the model reveals high predictive significance between the components and a notable influence on the  $R^2$  of quality public service delivery (QPSD).

The research undertaken by Lapuente and Van de Walle (2020) further highlights the essential link between the work environment and effective public service delivery. The findings produced from the PLS-SEM analysis reveal a considerable influence of the work environment on the quality of public service delivery. This underlines the relevance of the circumstances

under which public sector workers perform in influencing the quality of services offered to the public.

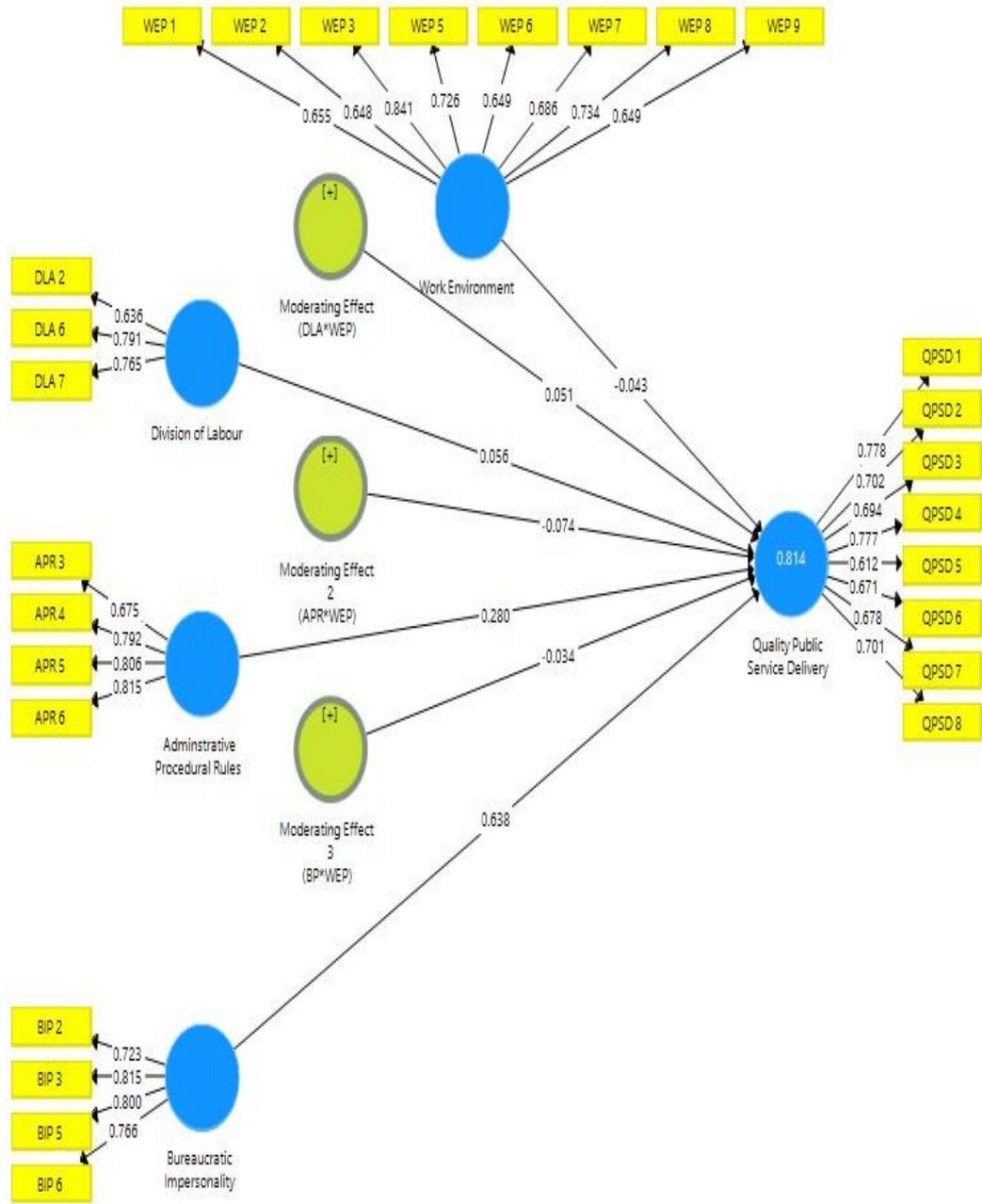
Work environment, in this context, encompasses a multitude of factors such as organizational culture, leadership styles, communication channels, and physical workspace design. A positive work environment fosters employee satisfaction, motivation, and engagement, which, in turn, translate into enhanced public service quality. These results align with previous research in the field, indicating a consensus regarding the pivotal role of work environment in shaping public service outcomes (Powell & Berry, 2021).

This finding holds substantial implications for policymakers and organizational leaders. Recognizing the impact of work environment on public service delivery quality, policymakers can focus on implementing strategies to create conducive work environments within public service organizations. These strategies might include investing in employee training, promoting inclusive leadership styles, and optimizing physical workspaces to enhance overall productivity and service quality (Veale & Brass, 2019)

In conclusion, the results derived from the PLS-SEM analysis underscore the significance of work environment in determining the quality of public service delivery. By understanding and addressing the factors that constitute a positive work environment, organizations and policymakers can proactively contribute to the improvement of public services, thereby ensuring greater satisfaction and trust among the public. These findings not only contribute to the academic discourse but also offer practical insights that can be applied to enhance public service delivery in real-world contexts (Chelagat, Kokwaro, Onyango & Rice, 2020)

### **Research Objective Three: Moderating Role of Work Environment on the relationship between Government Bureaucracy and Quality Public Service Delivery**

This part intended to assess the ultimate objective, which was designed to achieve the main purpose of the research. The third aim dug into analyzing the moderating impact of the work environment on the link between government bureaucracy and excellent public service delivery. Hence, the research argued that the work environment works as a moderator in the relationship between several characteristics of government bureaucracy and the quality of public service delivery. The incorporation of the work environment into this relationship was motivated by the desire to ascertain how it might alter both the direction and strength of the correlation between government bureaucracy and quality public service delivery. Before proceeding with the analysis, the measurement model underwent evaluation in accordance with prescribed standards for indicator reliability, internal consistency, convergent validity, and discriminant validity.



**Figure 5: Item loadings Assessment for Objective Three**

**Source: Field Data (2024)**

Loadings on the indicators of the dimensions of government bureaucracy and quality public service delivery constructs as represented in Figure 5 revealed that the items kept for each of the constructs were excellent and suitable for the measuring model.

**Table 8: Construct Reliability, Validity and Discriminant Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)			
APR	0.777	0.795	0.856	0.599			
BIP	0.782	0.788	0.859	0.603			
DLA	0.747	0.883	0.776	0.539			
APR*WEP	0.947	1.000	0.950	0.514			
BIP*WEP	0.969	1.000	0.971	0.531			
DLA*WEP	0.889	1.000	0.900	0.502			
QPSD	0.853	0.860	0.886	0.594			
WEP	0.852	0.866	0.885	0.592			
<b>Heterotrait-Monotrait Ratio (HTMT)</b>							
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
APR							
BIP	0.820						
DLA							
	0.640	0.460					
APR*WEP	0.578	0.546	0.439				
BIP*WEP	0.487	0.605	0.355	0.689			
DLA*WEP	0.461	0.413	0.503				
QPSD	0.859	0.679	0.538	0.798	0.692		
WEP	0.834	0.790	0.651				
				0.575	0.583	0.426	
				0.600	0.478	0.600	0.724

Source: Field Data (2024)

Additionally, the measures of internal consistency reliability, namely CA, rho\_A, and CR, were deemed acceptable in this study. Upon closer examination of the CA values, it was evident that they exceeded the 0.70 threshold. Similarly, the rho\_A and CR values also surpassed the designated cut-off points (>0.708: Table 8). Furthermore, it was observed that the AVE scores for organizational politics, workplace incivility, and employee resilience exceeded the minimum threshold of 0.50, as recommended for achieving convergent validity or establishing mutual relationships between the constructs (Table 8). The assessment revealed no issues regarding discriminant

validity (HTMT<0.85: Table 8). With the measurement model assessed, the researcher proceeded to employ the structural model for analyzing the study objective, and the results were summarized in Table 9.

**Table 9: Structural Model Results for Research Objective Three**

	Beta (R)	T- Statistic	R <sup>2</sup>	Adjusted R <sup>2</sup>	Q <sup>2</sup>	P- value	f <sup>2</sup>
QPSD			0.814	0.800	0.353		
APR->QPSD	0.280	3.093				0.002	0.169
BIP->QPSD	0.638	9.241				0.000	0.305
DLA->QPSD	0.056	1.143				0.254	0.083
APR*WEP->QPSD	-0.074	2.526				0.009	0.117
BIP*WEP->QPSD	-0.034	0.285				0.776	0.107
DLA*WEP->QPSD	0.051	4.713				0.006	0.417
WEP	-0.043	0.407				0.684	0.043

Source: Field survey (2024)

The results in Table 9 showed that, first, administrative procedural rule (APR) has a significant negative ( $R = -0.074$ ;  $t = 2.526$ ;  $p = 0.009$ ,  $< 0.05$ ) link with quality public service delivery (QPSD) holding the interacting term or moderator work environment constant, which, also confirms that the effect of the relationship per the effect size ( $f^2 = 0.117$ ) statistic was large. The link between administrative procedural rules (APR) and quality public service delivery (QPSD) is a fundamental part of public administration. When evaluating this link, it is necessary to examine the possible effects of moderators such as the work environment. Research has demonstrated that APR may have a considerable detrimental influence on QPSD, even when controlling for the moderating effect of the work environment. This negative link suggests that stringent administrative rules and procedures can hinder the delivery of quality public service.

Several studies have explored the impact of administrative procedural rules on public service deliveries. For instance, Pors and Pallesen (2021) conducted a comprehensive analysis of APR in various public sector organizations and found a strong negative correlation between the level of bureaucratic procedures and the quality of services provided. Their study highlighted that excessive rules and regulations can lead to inefficiencies and delays in service delivery, ultimately affecting the overall quality of public services. Furthermore, the effect size statistic in this context indicates the magnitude of the relationship between APR and QPSD. A large effect size suggests that administrative procedural rules have a substantial impact on public service delivery. This finding is supported by Chelagat et al. (2020), who conducted a meta-analysis of multiple studies and reported a large effect size in the relationship between APR and service quality. Their meta-analysis consolidated findings from various studies, providing robust evidence for the significant negative link between administrative procedural rules and quality public service delivery.

Understanding this negative relationship is essential for policymakers and public administrators. This implies that efforts should be made to streamline bureaucratic procedures and reduce unnecessary regulations in order to enhance the efficiency and effectiveness of public service delivery. By doing so, public organizations can optimize their resources, improve service delivery processes, and ultimately provide better services to citizens.

In addition, the results in Table 9 show in addition that, bureaucratic impersonality (BIP) has an insignificant ( $R = -0.034$ ;  $t = 0.285$ ;  $p = 0.776$ ,  $> 0.05$ ) link with quality public service delivery (QPSD) holding the interacting term

or moderator work environment constant, which, connotes also that the effect of the relationship per the effect size ( $f^2=0.107$ ) statistic was large. Recent research in this area has shown that, when the interacting term or moderator work environment is held constant, the link between bureaucratic impersonality and quality public service delivery appears to be insignificant. This suggests that the degree of impersonality in bureaucratic procedures does not significantly influence the quality of public services, at least in the context where the work environment remains constant.

One possible explanation for this finding could be that other factors, such as organizational culture or leadership style, play a more substantial role in determining service quality. For instance, Ugben and Egobueze (2021) found that organizational culture, specifically a culture of innovation and customer focus, had a significant positive impact on service quality. In such organizations, employees are encouraged to find creative solutions to problems and prioritize the needs of the service recipients, leading to enhanced service delivery.

Moreover, despite the insignificant link, it is noteworthy that the effect size statistic associated with this relationship was large. An effect size statistic quantifies the magnitude of the relationship between variables, indicating the practical significance of the findings. In this case, the large effect size suggests that while the relationship between bureaucratic impersonality and service quality might not be statistically significant, the practical impact of this relationship, if present, could be substantial. This finding has implications for public administration practice. Public organizations may consider focusing on other aspects of organizational functioning, such as fostering a culture of

innovation, investing in employee training, or improving leadership practices, to enhance public service quality. While bureaucratic impersonality remains an important principle in ensuring fairness and equity in public administration, its direct impact on service quality might be limited when compared to other organizational factors.

Moreso, the results showed that, division of labour (DLA) has a significant positive ( $R=0.051$ ;  $t=4.713$ ;  $p=0.006$ ,  $<0.05$ ) link with quality public service delivery (QPSD) holding the interacting term or moderator work environment constant, which, connotes also that the effect of the relationship per the effect size ( $f^2=0.417$ ) statistic was large. Recent research suggests that when the interacting term or moderator work environment is held constant, the link between division of labour and quality public service delivery is significant and positive. This finding implies that well-structured and specialized divisions of labor within public organizations are associated with higher levels of service quality.

One possible explanation for this positive relationship is the efficiency gained through specialization. Specialized roles enable employees to develop expertise in their specific areas, leading to improved proficiency and productivity. For instance, a study by Tensay and Singh (2020) demonstrated that public service agencies with clearly defined roles and responsibilities for employees exhibited higher levels of customer satisfaction due to the expertise demonstrated by specialized staff. Moreover, the positive relationship between division of labour and quality public service delivery is further supported by the large effect size statistic associated with this relationship. The large effect

size indicates the practical significance of this relationship, suggesting that the impact of the division of labour on service quality is substantial.

This finding has important implications for public administration practice. Public organizations aiming to enhance service quality may benefit from structuring their workforce in a way that emphasizes specialization and clearly defined roles. By doing so, employees can develop expertise, leading to improved service delivery outcomes. The significant positive link between the division of labour and quality public service delivery, when considering the moderator work environment, emphasizes the importance of organizational structure in achieving high levels of service quality. The large effect size statistic underscores the practical significance of this relationship, highlighting the potential benefits of well-organized and specialized divisions of labour in public service organizations.

### **Chapter Summary**

This chapter has reported the outcomes of the goals examined in this research. The demographic data indicated that responses were from all age levels, academic credentials, years worked, marital status, and job position within the business. In terms of the primary goal, the research demonstrated that bureaucratic aspects of government significantly impacted the provision of high-quality public services. Quality public service delivery is positively impacted by work environment, as shown in the second aim. The ultimate aim indicated that work environment moderates the association between government bureaucracy and quality public service delivery.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

The study aims to explore the influence of Government Bureaucracy on Quality Public Service Delivery at Twifo Atti Mokwa District Assembly, with an emphasis on the moderating role of Work Environment. The previous chapter described the results and debates. This part gives a summary of the important results, conclusions on the specific research goals, and recommendations.

#### Summary of Findings

The primary aim of this study was to investigate the impact of Government Bureaucracy on the quality of public service delivery at the Twifo Atti Mokwa District Assembly, focusing on the moderating role of the work environment. Specifically, the study sought to explore how government bureaucracy and its dimensions affect public service delivery, the influence of the work environment on this delivery, and how the work environment moderates the relationship between government bureaucracy and public service delivery.

To guide the research, seven hypotheses were formulated. The study employed partial least squares structural equation modeling (PLS-SEM) for analysis and used a census technique to sample all 247 employees in the district, obtaining 232 valid responses. A pre-test with 15 workers was conducted to validate the questionnaire, which aimed to minimize bias and was based on credible literature. Descriptive statistics were used to analyze demographic data, while PLS-SEM procedures were applied to explore the

main research goals. A significance level of 0.05 was set for all statistical tests, and key findings pertinent to the study's objectives were presented.

### **Key Findings of the Study**

With respect to the objectives of the study, these were the outcomes of the study.

1. The first objective examined the influence of government bureaucracy and its dimensions on public service delivery at Twifo Atti Mokwa District Assembly in Ghana. From the first research hypothesis, the result fails to support the hypothesis that division of labour has a positive effect on quality public service delivery. Also, the path coefficient was in the same direction as hypothesized, hence the hypothesis that administrative procedural rules was related to quality public service delivery is supported. Finally, based on the path estimation, the study supports the hypothesis that bureaucratic impersonality is related to quality public service delivery.
2. The second objective examined the effect of work environment on public service delivery at Twifo Atti Mokwa District Assembly in Ghana. The results showed that, work environment plays significant and positive influential role on quality public service delivery. This means that, all things being equal, a unit increase in the scores of work environment will accordingly result in a significant improvement in quality public service delivery.
3. Objective three assessed the moderating role of work environment and its dimensions on government bureaucracy and public service delivery nexus at Twifo Atti Mokwa District Assembly in Ghana. The results

showed that, first, administrative procedural rules (APR) has a significant negative link with quality public service delivery (QPSD) holding the interacting term or moderator work environment constant, which, connotes also that the effect of the relationship per the effect size statistic was large. Secondly, the relationship between administrative procedural rules (APR) and bureaucratic impersonality and quality public service delivery (QPSD) is a crucial aspect of public administration. When examining this relationship, it is important to consider the potential influence of moderators such as the work environment.

### **Conclusions**

The conclusions are drawn based on the findings of the study;

1. With respect to the first objective, the findings provided partial support for the hypotheses examining the impact of different dimensions of government bureaucracy on quality public service delivery in Twifo Atti Mokwa District Assembly, Ghana. Specifically, while division of labour did not positively influence service delivery as hypothesized, administrative procedural rules and bureaucratic impersonality were found to be related to quality of services as expected based on the path estimations. Thus, the objective was partially met, as one dimension did not impact delivery as predicted but the other two dimensions were supported in their relationship to public service quality according to the results.
2. With respect to the second objective, the findings fully supported the hypothesis under the second objective examining the impact of work

environment on public service delivery in Twifo Atti Mokwa District Assembly. Specifically, the results demonstrated that work environment plays a significant and positive role in influencing the quality of public service delivery. Thus, as work environment scores increased, the quality of delivered public services also improved significantly. Since all dimensions of work environment had a positive relationship to service quality as hypothesized, the objective was entirely achieved based on the analysis showing work environment positively and significantly affects public service delivery in the given context.

3. With respect to the final objective, it aimed to assess whether work environment moderated the relationships between dimensions of government bureaucracy and public service delivery. The findings revealed that administrative procedural rules had a significant negative relationship with service quality when controlling for work environment as the moderator. Additionally, the effect size was deemed large. This provides evidence that work environment is an important moderator to consider in the linkage between administrative procedural rules and service delivery outcomes. Overall, the results supported examining the potential influencing role of work environment as a moderator between dimensions of bureaucracy and quality of public services provided. Assessing this moderation effect fulfilled the third objective of understanding how work environment impacts the relationships under investigation.

## Recommendations

The following recommendations are based on the conclusions drawn from this study;

1. In alignment with the first objective, it is recommended that the government implement reforms to enhance the division of labor within the public service sector in the Twifo Atti Mokwa District Assembly. This restructuring aims to optimize workforce efficiency and improve service delivery outcomes. Specifically, the current division of labour approach does not appear to positively impact service delivery quality as hypothesized. Re-evaluating workflows, roles and responsibilities could help promote greater specialization and coordination that supports improved outcomes. Restructuring divisions of tasks and jobs could potentially enhance how bureaucracy's division of labour functions to better serve citizens. Overall, labour division is an area warranting reforms guided by the research results in order to fully achieve the objective of understanding government bureaucracy's impact on quality public services.
2. In line with the second objective, it is recommended that the government support initiatives to further improve the work environment for public servants in the Twifo Atti Mokwa District Assembly. As the results showed work environment positively and significantly influences service delivery quality, investing in upgrades like better facilities, equipment, training, safety measures and workplace wellness programs could help enhance outcomes. Increased resources, policies and protocols that strengthen dimensions like job

satisfaction, employee well-being and positive supervisor relations may boost how work environment contributes to delivery. To fully capitalize on the positive impact identified, it is advised that ongoing assessments and targeted interventions be implemented to enhance work environment scores. Recommended interventions include providing regular training and professional development opportunities, improving communication channels within teams, and ensuring adequate resources and support for staff. These measures aim to foster a more conducive work environment, ultimately maximizing the quality of public service delivery and achieving the second objective of the study.

3. To strengthen the moderating role of the work environment in the relationship between administrative procedural rules and public service delivery, the government should implement several concrete strategies. First, enhance employee empowerment through training programs that allow staff to make decisions and apply rules flexibly. Additionally, ensure frontline workers have access to the necessary resources, including technology and support systems, to carry out their duties effectively. Regular reviews of standard operating procedures, with input from employees, can help streamline processes and improve job satisfaction. Fostering open communication between management and staff is essential for identifying challenges and making timely adjustments. Furthermore, encouraging flexibility in rule application will enable employees to adapt procedures to better meet public needs. Finally, investing in ongoing research will deepen the understanding of

this dynamic relationship and guide policy reforms aimed at enhancing public service delivery outcomes.

### **Suggestions for Further Research**

The current study sought to argue out the variables under discussions from the views of a category of staffing within one district assembly in Ghana. The study is performed on a small sample size in a single culture where the cultural background differs across the regions. It is therefore proposed that future studies be conducted to assess the generalisability of current findings in other cultures. Although several other factors also influence government bureaucracies and work environment that is not addressed in this study. Future studies may empirically test the proposed non-linear relationship between these variables after incorporating other factors.

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**APPENDICES**  
**APPENDIX A**  
**QUESTIONNAIRE**  
**DEPARTMENT OF MANAGEMENT**  
**SCHOOL OF BUSINESS**  
**UNIVERSITY OF CAPE COAST**

Dear Respondent,

I am undertaking a research work on the topic: **“GOVERNMENT BUREAUCRACY AND QUALITY PUBLIC SERVICE DELIVERY AT TWIFO ATTI MOKWA: THE MODERATING ROLE OF WORK ENVIRONMENT.**

All response will be preserved with the utmost confidentiality and for academic purpose only.

Thank you.

SOLOMON DUNYO

**QUESTIONNAIRE****SECTION A****SOCIO-DEMOGRAPHIC DATA OF RESPONDENTS**

Kindly mark [√] in the space provided.

**1. Gender:**

- a. Male [ ]  
b. Female [ ]

**2. Age:**

- a. Below 30 years [ ]  
b. 31-40 years [ ]  
c. 41-50 years [ ]  
d. 51 years and above [ ]

**3. Level of Education:**

- a. Diploma [ ]  
b. 1st Degree [ ]  
c. 2nd Degree [ ]  
d. Professionals [ ]

**4. Marital Status**

- a. Married [ ]  
b. Single [ ]  
c. Divorced [ ]  
d. Other [ ]

**5. Employees' Years of Work in the Organisation**

- a. 1-5 years [ ]  
b. 6-10 years [ ]  
c. 11-15years [ ]  
d. 16 years and above [ ]

**SECTION B****QUESTIONNAIRE ON GOVERNMENT BUREAUCRACY**

Please kindly mark [√] your level of agreement on the 7-point scale, where 1 ~ Least agreement and 7 ~ Highest agreement.

**GOVERNMENT BUREAUCRACY**

NO.	STATEMENT	1	2	3	4	5	6	7
<b>Division of Labour</b>								
1	In my department, responsibilities and tasks are clearly defined, and there is a distinct division of labor among employees	1	2	3	4	5	6	7
2	Employees in my department have specific roles and responsibilities, and they are aware of their job functions.	1	2	3	4	5	6	7
3	I can easily identify who is responsible for different aspects of public service delivery within the government agency.	1	2	3	4	5	6	7
4	Coordination and collaboration among employees in my department are facilitated by the clear division of labor.	1	2	3	4	5	6	7
5	Employees in my department specialize in their respective areas, which enhances efficiency in public service delivery.	1	2	3	4	5	6	7
<b>Administrative Procedural Rules</b>								
1	There are well-documented administrative procedures and guidelines in place for handling public service requests within the government agency.	1	2	3	4	5	6	7
2	I am aware of the standard administrative procedures that need to be followed when processing public service requests.	1	2	3	4	5	6	7
3	Administrative rules and regulations are consistently applied in my department when dealing with public service issues.	1	2	3	4	5	6	7
4	Employees in my department adhere to established administrative procedures to ensure consistency and fairness in public service delivery.	1	2	3	4	5	6	7
5	The government agency has a system in place to review and update administrative procedural rules as needed to adapt to changing circumstances.	1	2	3	4	5	6	7

BUREAUCRATIC IMPERSONALITY								
1	In interactions with the government agency, I feel that decisions are made based on established rules and regulations rather than personal preferences.	1	2	3	4	5	6	7
2	Employees in my department treat all citizens and service recipients equally, regardless of their personal characteristics or connections.	1	2	3	4	5	6	7
3	I perceive a sense of fairness and impartiality in the way my requests for public services are handled.	1	2	3	4	5	6	7
4	Personal biases and favoritism do not seem to influence the decisions made by government employees in my department.	1	2	3	4	5	6	7
5	The government agency maintains a professional and neutral demeanor when interacting with the public, ensuring bureaucratic impersonality.	1	2	3	4	5	6	7

### SECTION C: GOVERNMENT QUALITY OF SERVICE DELIVERY

Please kindly mark [√] your level of agreement on the 7-point scale, where 1 ~ Least agreement and 7 ~ Highest agreement.

NO.	STATEMENT	1	2	3	4	5	6	7
<b>Government Accountability</b>								
1	Government agencies in Twifo Atti Mokwa are responsive and take responsibility for their actions or decisions regarding public service delivery.	1	2	3	4	5	6	7
2	I believe that government officials are held accountable for their actions when it comes to providing public services to the community.	1	2	3	4	5	6	7
3	There is a clear mechanism in place for citizens to report concerns or complaints about government services, and these concerns are addressed in a timely manner.	1	2	3	4	5	6	7
4	Government agencies regularly evaluate their performance and are open to feedback from the public to improve accountability.	1	2	3	4	5	6	7

<b>Government Transparency</b>								
<b>1</b>	Government agencies in Twifo Atti Mokwa provide easily accessible information about their services, processes, and decision-making procedures	1	2	3	4	5	6	7
<b>2</b>	I am aware of the government's budget allocation and spending related to public service delivery, and this information is readily available to the public	1	2	3	4	5	6	7
<b>3</b>	Government agencies proactively share information about their activities, policies, and plans with the public through various communication channels	1	2	3	4	5	6	7
<b>4</b>	Transparency in government operations is evident through the timely disclosure of public service data, performance reports, and key performance indicators	1	2	3	4	5	6	7
<b>Government Reliability</b>								
<b>1</b>	Government agencies consistently deliver public services in a timely and dependable manner.	1	2	3	4	5	6	7
<b>2</b>	Citizens can rely on government agencies to meet their commitments and obligations, ensuring consistent access to essential services.	1	2	3	4	5	6	7
<b>3</b>	The government is known for its ability to provide public services without significant disruptions, even during challenging circumstances.	1	2	3	4	5	6	7
<b>4</b>	Government agencies in Twifo Atti Mokwa have a strong track record of reliability when it comes to delivering essential public services to the community.	1	2	3	4	5	6	7

**SECTION D: WORK ENVIRONMENT**

Please kindly mark [√] your level of agreement on the 7-point scale, where 1 ~ Least agreement and 7 ~ Highest agreement.

NO.	STATEMENT	1	2	3	4	5	6	7
1	The physical workspace in our government agency is conducive to productive work, with adequate lighting, ventilation, and ergonomic furnishings.	1	2	3	4	5	6	7
2	Employees in my department have access to necessary resources, such as computers, software, and office supplies, to perform their job tasks effectively.	1	2	3	4	5	6	7
3	There is a strong sense of teamwork and collaboration among colleagues in my department, creating a positive work atmosphere.	1	2	3	4	5	6	7
4	The government agency promotes a culture of inclusivity and diversity, ensuring that all employees are treated with respect and fairness.	1	2	3	4	5	6	7
5	Managers and supervisors provide regular feedback and support to employees, fostering a climate of continuous improvement.	1	2	3	4	5	6	7
6	The work environment encourages innovation and creative problem-solving to improve public service delivery.	1	2	3	4	5	6	7
7	Employees have access to training and development opportunities to enhance their skills and knowledge.	1	2	3	4	5	6	7
8	There is a clear system for resolving workplace conflicts and grievances, which helps maintain a harmonious work environment.	1	2	3	4	5	6	7
9	The government agency prioritizes employee well-being by offering health and wellness programs and a healthy work-life balance.	1	2	3	4	5	6	7
10	Overall, I feel that the work environment in our government agency is conducive to achieving our mission of delivering quality public services to the community.	1	2	3	4	5	6	7

**THANK YOU.**

APPENDIX B

INTRODUCTORY LETTER

UNIVERSITY OF CAPE COAST  
COLLEGE OF HUMANITIES AND LEGAL STUDIES  
SCHOOL OF BUSINESS  
**DEPARTMENT OF MANAGEMENT**

Telephone: (042) 32440/32444 - Ext. 219/220  
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UNIVERSITY POST OFFICE  
CAPE COAST, GHANA

Our Ref:

3<sup>rd</sup> October, 2023

Your Ref:

The District Chief Executive  
Twifo Atti-Morkwa District Assembly  
Central Region  
Ghana

Dear Sir,

**INTRODUCTORY LETTER – MR. SOLOMON DUNYO**

The bearer of this letter, Mr. Solomon Dunyo (SB/PPM/21/0003), is an MPhil (Public Policy and Management) student of the above-named Department. As part of the program requirement, he is conducting research on the topic **“GOVERNMENT BUREAUCRACY AND PUBLIC SERVICE DELIVERY AT TWIFO ATTI- MORKWA DISTRICT ASSEMBLY: THE MODERATING ROLE OF WORK ENVIRONMENT”**.

We would be very grateful if he is given the necessary assistance to enable him to commence data collection for his research.

Thank you for your cooperation.

Yours faithfully,

Prof. Abraham Ansong  
Head

**DEPT. OF MANAGEMENT**  
**UNIVERSITY OF CAPE COAST**  
**CAPE COAST**