

**BUREAUCRATIC PRACTICES AND SERVICE DELIVERY
ORGANIZATIONS: A STUDY OF AKWA IBOM STATE
BROADCASTING CORPORATION (AKBC)**

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*The authors declare
that no funding was
received for this work.*

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Received: 20-May-2025

Accepted: 01-June-2025

Published: 13-June-2025

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This article is published by **MSI Publishers** in **MSI Journal of Economics and Business Management (MSIJEBM)**
ISSN: 3049-141X (Online)

Volume: 2, Issue: 6 (June-2025)

ABSTRACT: This study examines the impact of bureaucratic inefficiencies on organizational effectiveness within the Akwa Ibom Broadcasting Corporation (AKBC). Bureaucracy plays a fundamental role in maintaining organizational structure and ensuring operational consistency. However, excessive bureaucracy often stifles creativity, reduces efficiency, and hinders service delivery. In AKBC, these inefficiencies manifest in delayed decision-making, rigid adherence to outdated procedures, and a general lack of innovation. As a result, operational effectiveness is disrupted, leading to suboptimal programming and declining audience engagement. These issues have weakened AKBC's role as a critical platform for public information and societal development, creating a gap between the organization's objectives and actual service outcomes. To achieve the study objectives, a descriptive and survey research design was employed, incorporating both qualitative and quantitative methodologies. Data were gathered from primary sources, including questionnaires, interviews, and focus group discussions, as well as secondary sources such as textbooks, academic journals, government reports, and online resources. The study population comprised selected staff from seven departments within AKBC. A sample of 175 respondents was drawn using a multi-stage sampling

technique, including purposive, stratified, and simple random sampling. The collected data were analyzed using quantitative techniques, with the Chi-square method employed to test hypotheses at a 0.05 alpha level. Findings reveal that formalism, secrecy, and hierarchical over-centralization significantly hinder organizational effectiveness. Over-centralization restricts information flow, causing delays in decision-making. Conversely, organizations with decentralized structures perform better due to quicker decision-making, increased employee empowerment, and enhanced engagement. The study recommends that AKBC streamline administrative processes, minimize rigid formalism, prioritize transparency, and adopt a decentralized structure to enhance responsiveness, productivity, and overall organizational effectiveness. These measures will foster a more innovative, efficient, and adaptable work environment, ultimately improving AKBC's service delivery and competitive positioning in the evolving media landscape.

Keywords: *Bureaucy, Bureaucratic practice, Service Delivery, Employees performance, Corporate Organization and Organizational productivity*

Introduction

Bureaucratic practices constitute the essential foundation of organizational operations, as they provide the structural framework necessary for decision-making, resource allocation and goal attainment. Max Weber (1947) characterized bureaucracy as an ideal organizational form, marked by hierarchical structures, formalized rules and impersonal relationships that are designed to enhance efficiency, accountability and uniformity. These principles remain vital in contemporary organizational management. However, bureaucratic systems can also lead to unintended consequences; these may include inefficiency, rigidity and a diminished responsiveness to stakeholders' needs (Adebayo, 2001; Olowu, 1999). Although these negative outcomes are particularly troubling in dynamic sectors like media, where responsiveness to societal needs and innovation are paramount, they must be considered carefully. This complexity underscores the need for a nuanced approach to management in such rapidly changing environments.

In Nigeria, the media sector holds a significant position in advancing transparency, shaping public sentiment and fostering societal growth. However, bureaucratic obstacles frequently undermine the efficacy of media entities in achieving their

objectives. For example, delays in decision-making, strict adherence to antiquated procedures and mismanagement of resources are prevalent bureaucratic dilemmas that impede service delivery (Egwu, 2018). The Akwa Ibom Broadcasting Corporation (AKBC), a state-run media organization, illustrates a notable institution contending with these challenges. Although AKBC is tasked with functioning as a public service broadcaster, other private FM operates within a more competitive sphere, prioritizing innovation and audience interaction. Both entities encounter distinct yet overlapping bureaucratic inefficiencies that detrimentally impact their capacity to provide high-quality services to their audiences.

Between 2018 and 2024, public dissatisfaction with the quality of services offered by AKBC has increased significantly. Issues such as ineffective communication channels within the organizations, delayed approval processes and limited flexibility in adapting to emerging trends and audience needs have negatively affected corporative productivity and performance. These inefficiencies have resulted in a noticeable gap between the organizations' goals and the actual service outcomes. Consequently, this erosion of public trust has diminished the competitive edge of these institutions in the ever-evolving media landscape. However, addressing these challenges is crucial; because without improvement, the organizations risk falling further behind. Although there have been efforts to enhance service quality, persistent issues remain a significant barrier.

The situation is further complicated by external pressures (such as limited funding) and external interference in organizational decision-making; furthermore, there are inadequate opportunities for staff training and development. These challenges exacerbate existing bureaucratic inefficiencies, which makes it difficult for AKBC to effectively fulfill their mandate as vital platforms for public enlightenment and engagement. The persistence of these problems calls for a comprehensive exploration of the relationship between bureaucratic practices and service delivery in these media organizations. It is imperative to understand the root causes of inefficiencies, evaluate their impact on organizational performance and identify areas for improvement. By doing so, this study aims to contribute to a deeper understanding of how bureaucratic practices influence service delivery in the media sector, using

AKBC as references point. Based on the above-mentioned problem, the study seeks to be guided by the following objectives:

Research Questions

- i. How has Formalism affected worker performance in Akwa Ibom State Broadcasting Corporation??
- ii. How has Hierarchical Structure and Over-Centralization affected Workers' Productivity in Akwa Ibom State Broadcasting Corporation?

Research Objectives

- i. To examine the impact Formalism on worker performance in Akwa Ibom State Broadcasting Corporation.
- ii. To evaluate the Impacts of Hierarchical Structure and Over-Centralization on Workers' Productivity in Akwa Ibom State Broadcasting Corporation.

Research Hypotheses

- i. Formalism tends to affect worker performance in Akwa Ibom State Broadcasting Corporation.
- ii. Hierarchical Structure and Over-Centralization tends o affect Workers Productivity in Akwa Ibom State Broadcasting Corporation

Review of Conceptual Literature

Concept of Bureaucracy

Adu-Gyamfi (2005) defines bureaucracy as the system through which officials within an organization perform tasks according to established procedures, rules, and regulations. He emphasizes that bureaucracy refers to both the management and administrative system in which superiors exert power and authority to implement policies and decisions aimed at achieving organizational objectives. Adu-Gyamfi further describes bureaucracy as a rational organizational structure characterized by legal-rational leadership, hierarchical authority, and functional specialization. Csaszar (2018), further elaborates on bureaucracy, distinguishing between its structural and behavioral characteristics. He identifies structural characteristics such as hierarchy, task specialization, the requirement of competence for positions, and the presence of rules, regulations, and procedures. According to Chapman (as cited in Csaszar, 2018), these structural traits contribute to organizational stability, cohesion, direction, and continuity, thereby facilitating the achievement of organizational goals. Positive aspects of these structural characteristics include systematic work ordering,

specialized job performance, and efficiency. However, the negative features include routine job performance, resistance to change and innovation, and an overemphasis on leadership, positions, knowledge, and qualifications, which may lead to organizational inertia (Csaszar, 2018). Csaszar (2018) also discusses the behavioral characteristics of bureaucracy, including legal-rational leadership, legitimacy, discipline, honesty, and efficient results. Positive traits of these characteristics, as noted by Chapman, include objectivity, independence, neutrality, and consistency. On the other hand, the negative aspects of these behavioral traits are inflexibility, rigidity, and a lack of discretion in achieving objectives and delivering services.

Tibamwenda (2010) described bureaucratic organizations as structured with a complex hierarchy that supports a specialized division of labor. Blau (1956), as cited by Ugwuanyi and Emma (2013), argues that bureaucracy, through its formalized system, enables organizations to maximize administrative efficiency. Building on Blau's viewpoint, Heady (1996) contends that a bureaucratic structure is essential for any organization to achieve efficiency. He outlines the following key characteristics of bureaucracy:

- i. A hierarchical structure of positions.
- ii. The use of specialization and professionalism.
- iii. Adherence to operational rules and regulations.
- iv. A commitment to rationality as a means to achieve organizational goals.

Literature on bureaucracy recognizes both its essential function in maintaining organizational order and efficiency and the obstacles it poses in contexts that require flexibility and innovation. Scholars such as Peters (2010) and Dunleavy et al. (2006) stress the necessity to adjust traditional bureaucratic methods to fulfill the needs of modern governance particularly in fields like media, where responsiveness and agility are vital.

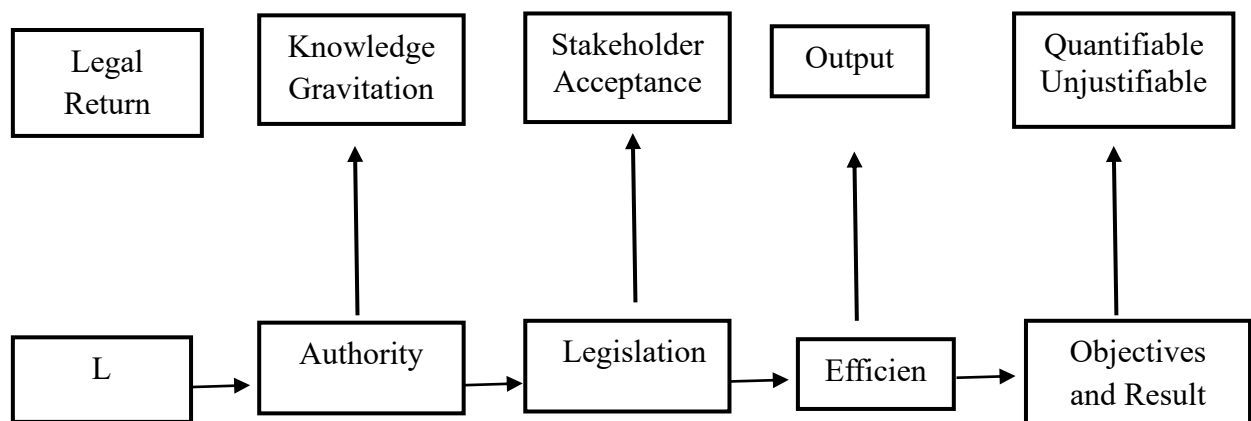
Max Weber's Bureaucratic Model

Max Weber's bureaucratic model remains a foundational framework in the study of organizational theory, particularly in the context of public administration. Weber (1947) characterized bureaucracy as a system designed to achieve efficiency, where organizational operations are governed by clearly defined rules, regulations,

procedures, and methods. Central to this system is the principle of legal-rational authority, where positions within an organization are filled based on merit, knowledge, qualifications, and experience, rather than on personal or traditional ties. This hierarchical structure ensures that authority is delegated in a structured manner, with a focus on expertise and competency. Weber emphasized that promotions and rewards should be based on merit, aligning with his belief in a rational system that values competence and order.

Weber's focus on bureaucratic organization was rooted in his broader concern with social order and efficiency in both private and public institutions. He believed that bureaucracy was the ideal model for managing large organizations, as it offered a structured and predictable means of decision-making (Merton, 2016). Despite its strengths, Weber's model has received criticism for its rigid structure, which may hinder flexibility and innovation. Critics argue that excessive bureaucracy can lead to inefficiencies, especially in rapidly changing environments where adaptability and responsiveness are crucial (Pugh, 2015). Furthermore, the emphasis on rules and procedures may create barriers to creativity and employee autonomy, leading to disengagement and dissatisfaction among staff (Hodgson, 2021).

While Weber's bureaucratic model was designed to ensure efficiency and fairness, it may not always be the most effective approach in modern, dynamic organizational environments. However, it remains relevant in understanding the basic structure and function of public organizations, particularly in the public administration sector where accountability, transparency, and procedural consistency are critical (Sager, 2020). This is presented below:



Source: Researcher's own model of Weber's Bureaucracy

According to Weber, the achievement of organizational objectives and outcomes is contingent

upon several factors:

- i. Legal-rational leadership that is both legitimate and authoritative;
- ii. A hierarchical arrangement of positions;
- iii. A division of labor and specialized roles;
- iv. Clear allocation of tasks;
- v. Adherence to established rules, regulations, procedures, and methods in task execution.

While this approach can lead to organizational efficiency in service delivery, Weber's model has been critiqued for making organizations overly mechanistic, prioritizing output over the quality of service delivery or the motivation of service providers. In this sense, Weber's bureaucratic model is seen as a method for achieving efficiency and effectiveness in service delivery, with key elements such as leadership, authority, division of labor, specialization, hierarchy, rules, regulations, procedures, and job performance (Hall, 2007).

Weber's model assumes that authority within an organization is based on legal rationality rather than traditional or charismatic authority. Various scholars have commented on his bureaucratic concept.

Bureaucratic Practices and Service Delivery in Nigeria's Public Organizations. An Assessment

The examination of bureaucratic practices and their influence on the efficacy of service delivery organizations represents a significant domain of inquiry within public administration and organizational behavior. Bureaucracy defined as a governance framework marked by formal regulations, hierarchical arrangements and a clear division of labor aims primarily to ensure stability, accountability and efficiency across organizations (Weber, 1947). Theoretically, it serves as a mechanism to standardize processes, sustain order and promote consistent service delivery. However, there has been considerable debate among scholars regarding the complications that emerge when bureaucratic practices are inadequately executed, potentially resulting in inefficiencies that obstruct organizational performance. This study endeavors to evaluate the connection between bureaucratic practices and

service delivery outcomes, particularly focusing on public service organizations, such as media outlets like Akwa Ibom Broadcasting Corporation (AKBC).

Bureaucratic practices are fundamentally organized around a framework of distinctly defined roles and responsibilities, decision-making authority and formalized procedures. The core of these practices resides in their ability to guarantee that tasks are executed systematically and that accountability for actions within an organization (Adebayo, 2001) is maintained. However, when these practices become overly rigid, they frequently create bottlenecks that hinder decision-making processes and diminish organizational flexibility. Although bureaucratic structures aim to improve service delivery by establishing clear guidelines, they can become counterproductive if they lead to unnecessary delays, sluggish responses to public demands and a general dearth of innovation. This issue is especially relevant in service delivery organizations, where responsiveness, adaptability and timely decision-making are essential for satisfying the needs of stakeholders.

In the media industry, especially within entities like AKBC, bureaucratic inefficiencies become evident in numerous ways. A rigid hierarchical framework tends to impede decision-making; approvals frequently must traverse various layers of management, which consequently leads to delayed reactions to audience demands and shifts in the industry. Moreover, the formalization of procedures, combined with a lack of adaptability to evolving market requirements, often results in programming that fails to connect with the public. The ramifications of such inefficiencies are profound, as media organizations bear the responsibility of providing timely and pertinent information to the public. Bureaucratic delays (or rigidities) within these entities can culminate in lost opportunities for engaging audiences, a decline in public trust and a reduction in service quality (Egwu, 2018). These concerns underscore more extensive organizational challenges, which are exacerbated by the bureaucratic culture prevalent in many Nigerian public service institutions where the primary emphasis tends to be on procedural correctness rather than performance driven by outcomes. However, this focus can hinder innovation and responsiveness, ultimately affecting the organizations' overall efficacy.

One of the principal critiques of bureaucratic systems is their tendency to suppress creativity and innovation. In industries like media (where responsiveness and

originality are crucial), excessively rigid bureaucratic frameworks can obstruct the emergence of dynamic content, hinder responsiveness to audience feedback and limit the capacity to adapt to evolving public interests or societal occurrences: (Bovens, 't Hart, & Kuipers, 2008). This phenomenon is particularly evident in public media organizations that function under bureaucratic limitations and frequently encounter a lack of autonomy in decision-making processes. These institutions may be vulnerable to political influence and external pressures; however, such factors only serve to intensify the inefficiencies linked with bureaucratic governance. Although these structural constraints can ultimately result in suboptimal programming, they also diminish competitiveness in the media market and reduce the ability to achieve their objective of public enlightenment.

Additionally, the connection between bureaucratic practices and the performance of service delivery is significantly shaped by external factors, including political interference, funding limitations and the professional development of personnel. In numerous public sector organizations, especially in Nigeria, funding constraints frequently result in bureaucratic inefficiencies being exacerbated by insufficient resources for staff training, advancements in technology and capacity building (Frey & Stutzer, 2006). Inadequate investment in the professional development of staff tends to intensify the rigidity of bureaucratic practices, as employees might not possess the essential skills required to navigate or reform obsolete systems. This, consequently, affects the overall outcomes of service delivery, since poorly trained employees may struggle to meet the evolving needs of the audience or contribute effectively to innovative programming. Furthermore, the intertwining of bureaucratic practices with political interference, which is prevalent in many public service organizations in Nigeria, complicates the capacity of media institutions to function both autonomously and efficiently.

The influence of bureaucratic inefficiencies on the performance of service delivery has been the focus of numerous studies. Pollitt and Bouckaert (2017) contend that, although bureaucratic practices are essential for maintaining consistency, they can simultaneously impede the flexibility necessary to adapt to evolving public expectations. Their research highlights the imperative for a more nuanced approach to bureaucratic practices—one that reconciles the advantages of structure with the

imperative for organizational agility. This is particularly pertinent in entities such as AKBC and Passion FM, where responsiveness to public demands and adaptability to emerging media trends are crucial for sustaining relevance and effectiveness in service delivery. Osborne and Gaebler (1992) further underscore the significance of flexibility in governance, observing that the entrepreneurial spirit can frequently be suppressed by stringent bureaucratic controls, thereby constraining organizations' capacity to innovate and address new challenges. In light of these considerations, this study seeks to investigate how bureaucratic practices within AKBC influence their service delivery performance and to identify strategies aimed at enhancing organizational effectiveness.

A crucial area that has been examined in the academic literature is the dynamic capabilities of organizations, especially in relation to navigating bureaucratic constraints. Teece, Pisano and Shuen (1997) assert that organizations possessing robust dynamic capabilities can successfully reconfigure their resources and adapt to evolving environments. However, bureaucratic inefficiencies frequently undermine these capabilities, making it challenging for organizations to respond swiftly to emerging challenges. In the case of AKBC, this study will evaluate how bureaucratic practices influence their capacity to innovate and adapt to shifts in the media landscape, particularly because they are striving to engage a more technologically adept audience and maintain competitiveness against private media outlets.

Review of Empirical Literature

Makbere (2018) conducted an inquiry into the ramifications of bureaucracy on job performance within the Bayelsa State Civil Service in Nigeria, encompassing the years from 1999 to 2018. The primary objective of this study was to evaluate the function of bureaucracy within the state's administrative framework and to discern the factors that impede work quality. This research underscored a notable deficiency in academic investigation regarding the inefficiencies prevalent in the operations of state authorities, thereby highlighting the dominance of bureaucratic structures and the inadequacies present in personnel management policies. By employing a survey research design, the investigation utilized questionnaires as the principal instrument for data collection. Two theoretical frameworks undergirded the analysis: Max Weber's bureaucratic theory, which delineates the characteristics of bureaucratic

organizations and Frederick Herzberg's two-factor theory of motivation, which elucidates the dual aspects of job satisfaction. The focus remained firmly on the Bayelsa State Civil Service, which encompasses Ministries, Departments, Extra-Ministerial Departments and Agencies; data were meticulously gathered throughout the 1999-2018 timeframe. However, despite these extensive efforts, the findings reveal persistent challenges in the operational efficacy of the civil service, suggesting that, although the theoretical frameworks provide valuable insights, the practical implications remain complex and multifaceted. The findings elucidated that job performance exerts a direct influence on productivity, with motivation serving as a critical catalyst. However, the absence of adequate training was identified as a substantial barrier to effective job performance. Additionally, the stringent enforcement of rules and regulations especially in the context of inadequate compliance resulted in punitive measures that impeded work performance. A negative attitude among workers further exacerbated this issue. Based on these findings, the study recommended that civil service rules and regulations be rendered more flexible, that workers be incorporated into the decision-making process and that specialized training programs be instituted to enhance job performance. Furthermore, the study underscored the necessity of recognizing employees for their excellence in job performance, because this acknowledgment is essential for boosting morale and productivity. Although these recommendations are pivotal, the implementation thereof poses its own set of challenges.

Obadara (2019) undertook an empirical investigation to elucidate the impact of Bureaucratic Theory on the productivity of employees within Nigerian universities. The objective of this research was to evaluate the extent to which the implementation of bureaucratic principles might enhance productivity across these educational institutions. A descriptive survey research design was employed and a sample was drawn from 10 universities located in southwestern Nigeria, encompassing both state-owned and federal entities. Simple random sampling facilitated the selection of 20 respondents, comprising both academic and non-academic senior personnel, culminating in a total participant pool of 200 individuals. The study utilized a meticulously structured questionnaire, denominated "Bureaucratic Principles and Workers' Productivity Questionnaire (BPWQ)," which exhibited a reliability

coefficient of 0.90. Data were subjected to analysis utilizing multiple regression techniques, with hypotheses being tested at a significance level of 0.05. However, the results prompt further inquiry, because the implications of bureaucratic structures may vary across different institutional contexts, thus necessitating a more nuanced understanding of their effects. This underscores the complexity inherent in the relationship between bureaucratic principles and productivity outcomes; although significant findings were noted, their generalizability remains a topic for future exploration. The findings (which were quite revealing) indicated a substantial overall influence of bureaucratic principles on the augmentation of worker productivity within Nigerian universities. Specific components of bureaucratic theory such as the division of labor, specialization, hierarchy of authority and the adherence to formal rules and regulations—were identified as pivotal factors contributing to the enhancement of productivity. Furthermore, systematic record-keeping, impersonal orientation and the employment and promotion of personnel based on technical competence also played significant roles. The study ultimately concluded with the recommendation that universities ought to ensure the recruitment of skilled and qualified individuals at all organizational tiers, because appointments and promotions should strictly adhere to merit and competence, in accordance with bureaucratic principles. However, this approach may require a reevaluation of existing practices.

Sulastin, Brahmasari and Brahma (2019) undertook an examination of the ramifications of bureaucratic culture on servant leadership, organizational learning and the performance metrics of the ASN (State Civil Apparatus) within the Civil Registration and Residency Service of East Kalimantan Province, Indonesia. This research sought to elucidate the ways in which bureaucratic culture influenced crucial organizational dynamics and employee performance within this sector of public service. The study focused on a demographic of 623 Echelon IV officials and personnel from the Department of Population and Civil Registration across East Kalimantan, which included 10 cities and counties. A purposively selected sample size of 244 was employed, with that method predicated on specific considerations pertinent to the investigation. Data collection was achieved through an amalgamation of questionnaires, interviews and library research; however, analysis was conducted utilizing Structural Equation Modeling (SEM) in conjunction with SPSS and AMOS

23.18 software. This multifaceted approach to data gathering and analysis enabled a comprehensive understanding of the subject matter, although it also presented certain challenges inherent in the complexities of bureaucratic environments. The study's findings elucidated multiple significant relationships between bureaucratic culture and the relevant variables of interest. It was concluded that bureaucratic culture exerts a notable positive effect on servant leadership, organizational learning and the performance of ASN. However, although servant leadership did not substantially influence organizational learning, it did manifest a meaningful positive effect on ASN performance. Furthermore, organizational learning was identified as a significant factor impacting ASN performance. These results underscore the critical importance of bureaucratic culture in shaping essential aspects of leadership, learning and employee performance in the public sector; this is particularly relevant given the intricate dynamics at play.

Vincent (2021) conducted an examination of the intricate relationship between bureaucracy and employee productivity within tertiary institutions, focusing specifically on the multifaceted challenges that bureaucracy poses to worker performance. This study underscored the manner in which bureaucratic systems have substantially hindered administrative efficiency and overall institutional success; furthermore, these impediments subsequently affect the productivity of employees in such contexts. It emphasized that the rigidity and inefficiencies (which are often inherent in bureaucratic structures) frequently culminate in diminished productivity. The research delved into how the application of bureaucratic principles within tertiary institutions directly influences employee performance, identifying significant bureaucratic trends that adversely impact productivity. However, the findings suggest a complex interplay between bureaucracy and employee output, indicating that although bureaucracy is often seen as a necessary organizational structure, it can, in fact, undermine the very goals it seeks to achieve. The paper posited that an overabundance of procedural formalities (1) and rigid compliance with regulations, alongside a deficiency in flexibility, significantly undermine productivity among workers. To remedy these challenges, the study recommended that tertiary institutions should prioritize the recruitment of professional and highly trained personnel at all levels. Appointments and promotions ought to be determined by

merit and technical acumen, as dictated by (2) bureaucratic norms. The study concluded that the reduction of bureaucratic procedures would, however, bolster employee productivity, thereby facilitating a more efficient and effective work milieu within tertiary institutions.

Erude, U., Igere, W. and Okereke, P. (2023) undertook an examination of the intricate relationship between bureaucratic characteristics and job performance within the Delta State Civil Service; this inquiry was particularly concerned with the ways in which bureaucracy influences productivity. The research was fundamentally anchored in Max Weber's Bureaucratic Theory, which posits that a structured and regulated framework is essential for the efficient functioning of large organizations (such as civil services). However, although bureaucracy is theoretically aligned with the needs of such institutions, its practical application in Nigeria has encountered substantial hindrances. These obstacles primarily arise from bureaucratic bottlenecks and excessive red tape, which, in turn, impede work processes, obstruct decision-making and ultimately detrimentally influence the productivity of civil servants. The research elucidated that such bureaucratic impediments characterized by excessive delays and an unwavering commitment to protocols have significantly impeded job performance across diverse strata of the civil service. Motivation, an essential determinant of job performance, was determined to be profoundly adversely affected by these bureaucratic delays. When civil servants experience demotivation, their work attitudes and productivity invariably diminish. The study additionally emphasized that the organizational structure of the civil service in Delta State, which (notably) lacks adequate emphasis on the well-being of its workforce (psychological, emotional and mental), exacerbates these difficulties. However, this situation necessitates urgent attention, because without addressing these underlying issues, improvement remains elusive. Moreover, managerial style emerged as a pivotal determinant influencing job performance: the research elucidated that managerial recklessness (coupled with corruption, nepotism and embezzlement of public funds) at the upper echelons of the civil service profoundly undermines organizational performance. However, another pervasive issue contributing to inefficiencies in job performance was age falsification where civil servants intentionally misrepresented their ages to gain employment. This practice, in turn, frequently resulted in an

increased number of older employees (whose capacity to perform effectively diminished), thereby further diminishing productivity. Although this phenomenon may seem isolated, it highlights systemic flaws that require attention. Employing secondary data collection methodologies (which encompass historical and content analysis), the investigation substantiated a considerable correlation between bureaucratic characteristics and job performance within the civil service of Delta State. It reached the conclusion that, although bureaucracy is essential for the structuring of expansive institutions, its excessive focus on rigid protocols and regulations, coupled with managerial inadequacies and corrupt activities, significantly undermines the productivity and efficacy of the civil service. The study's outcomes are consistent with Bureaucratic Theory: this theory advocates for efficient administration, while also resonating with Herzberg's Two-Factor Theory of Motivation, which emphasizes the critical role of both hygiene factors and intrinsic motivators in augmenting employee performance.

Jessy H., Koen D. and Sjors O. (2024) engage in an examination of the representation of bureaucracy, its organizational structures and the public sector workforce by political figures, with a particular concentration on both "bureaucratic bashing" and "bureaucratic praising." Although prior investigations have underscored the adverse ramifications of bureaucratic bashing on public sector morale, recruitment, retention and societal perceptions, systematic evidence regarding these phenomena remains notably scarce. This article endeavors to fill this void by reconceptualizing both bashing and praising as framing techniques, delineating distinctions among macro, meso and micro-levels. Furthermore, the authors introduce an innovative, multidimensional framework predicated on organizational reputation theory, intended for the analysis of bureaucratic framing. The study empirically implements this framework utilizing a unique dataset comprising 70,853 hand-coded tweets from 33 Dutch politicians, whose ideological perspectives are notably diverse. The findings disclose that politicians frequently frame bureaucratic organizations not in terms of productivity (for instance, lazy or hardworking), but in moral terms, either condemning or extolling them for their (im)morality. The research elucidates four distinct moral subdimensions within these frames, thereby contributing to the understanding of political discourse surrounding bureaucracy.

Hierarchical Structure and Over-Centralization on Workers' Productivity in Akwa Ibom State Civil Service (AKBC). An Overview

Bureaucratic practices marked by over-centralization, strict rule adherence and rigid hierarchical structures have long characterized Nigeria's public service institutions, such as the Akwa Ibom Broadcasting Corporation (AKBC). These methods, although initially designed to uphold order and efficiency, have frequently resulted in inefficiencies and diminished workers' productivity. Over-centralization, which denotes the concentration of decision-making authority at the upper echelons of an organization, stifles initiative, delays decision-making and inhibits swift responses to changing demands. This phenomenon has been observed in various public service institutions throughout Nigeria, including AKBC; it has been found to impede innovation and operational efficiency, particularly within a rapidly evolving media landscape. Studies indicate that the excessive concentration of power at the upper levels of the organization not only diminishes autonomy but also creates a bottleneck in decision-making processes, thereby adversely affecting organizational responsiveness (Udo, 2014).

Within the framework of AKBC, the hierarchical organization is notably inflexible: it features a distinctly top-down command structure that hinders the overall efficiency of the institution. The sluggish decision-making processes—reported by employees—arise from a pronounced dependence on a centralized system of decision-making, wherein approvals and actions must navigate through numerous layers of hierarchy before they can be executed. This structure inherently constrains the ability of employees at lower levels to make independent decisions, which (in turn) leads to unnecessary delays in project implementation and responses to operational challenges. According to Akpan (2016), the bureaucracy prevalent in AKBC and other public institutions in Akwa Ibom State frequently frustrates employees' attempts to achieve performance objectives; lower-level workers often feel disempowered and disengaged because of their lack of authority. However, this situation could be ameliorated by decentralizing certain aspects of decision-making.

The stringent adherence to rules and regulations hallmarks of the bureaucratic system often results in the proliferation of red tape, which consequently increases delays and diminishes efficiency. Although these rules aim to promote fairness and

accountability, they frequently hinder rapid decision-making and innovation. This is especially true when changes become necessary to address new challenges. Akpan (2017) observes that AKBC, similar to many other public institutions, functions within a complex web of regulations that can stifle creativity and inhibit employees from responding swiftly to emerging opportunities or public demands. The organization's inability to adapt rapidly to technological advancements such as the transition to digital media can be attributed, in part, to its bureaucratic rigidity. Because of this, AKBC finds itself struggling to keep up with evolving media consumption patterns, which has contributed to a decline in its audience base.

A notable challenge within the organizational culture of AKBC is the excessive centralization of decision-making (a trend that mirrors broader public service patterns in Akwa Ibom State). As pointed out by Omoregie (2018), this over-centralization creates a scenario in which senior officials must approve even the most mundane decisions; consequently, this leads to delays and inefficiencies. The concentration of authority at the upper echelons of the organizational hierarchy stifles the initiative and autonomy of mid-level managers and other employees (this prevents them from executing decisions promptly). Although the issue has been particularly detrimental in the context of AKBC, the necessity for swift responses to technological and media shifts has been crucial. The inability to make rapid decisions has hindered AKBC's ability to modernize its operations and serve the public more effectively. However, this situation requires urgent attention.

The repercussions of such bureaucratic inefficiencies at AKBC are readily apparent in various operational challenges. For example, the procurement process within the corporation is frequently hindered (due to) the excessive centralization of decision-making authority. A report from the Akwa Ibom State Public Service Monitoring Unit (2020) revealed that the approval process for equipment acquisitions took significantly longer than industry standards, resulting in notable delays in securing essential tools for daily operations. This scenario often leads to a backlog of tasks; reduced operational capacity and employee frustration. Moreover, delays in the approval of programming content and other media initiatives are common, which adversely affects the timeliness and relevance of the programs broadcast by AKBC.

However, addressing these inefficiencies is crucial, because it could enhance productivity and employee morale.

Moreover, the practice of advancing employees based on political patronage, rather than merit, significantly exacerbates the inefficiencies present within AKBC. A study conducted by Enyong (2015) revealed that over 35% of employees at AKBC received promotions due to political connections rather than actual performance. This politicization of promotions not only undermines staff morale; it also leads to the appointment of individuals who may lack the requisite skills or qualifications to lead effectively. The absence of a meritocratic system in promotions results in a demotivated workforce and a culture of favoritism. Consequently, this diminishes the overall productivity of the organization.

Moreover, the over-centralization and inflexible hierarchies foster a widespread culture of corruption. The concentration of authority in the hands of a select few senior officials at AKBC creates opportunities for unethical practices; decisions concerning contracts, appointments and promotions are often subject to manipulation. According to an audit report from the Akwa Ibom State Anti-Corruption Commission (2017), nepotism and corruption within AKBC have significantly undermined the organization's ability to deliver high-quality services to the public. The report (which is critical) underscored instances where procurement processes were distorted for personal gain, resulting in the awarding of contracts to firms with political connections rather than those capable of providing the best services. However, this situation continues to persist, raising serious concerns about accountability and transparency.

In light of these challenges (which are numerous), reforms are essential to enhance the efficiency and productivity of public service institutions such as AKBC. Decentralization of decision-making, the empowerment of mid-level managers and the adoption of merit-based recruitment and promotion systems are vital steps toward improving organizational performance. According to Akpan (2016), decentralizing authority would enable lower levels of management to respond more swiftly to operational needs; this, in turn, could diminish the bureaucratic delays that currently afflict the organization. However, removing political influence from the promotion process is imperative because it would ensure that qualified and competent

individuals are placed in key positions. Although these changes may seem daunting, they would ultimately lead to an enhancement of the overall quality of leadership and management within AKBC.

The hierarchical structure (along with strict adherence to rules and regulations) and the over-centralization of decision-making have significantly undermined the productivity of workers in AKBC. These bureaucratic practices have resulted in inefficiencies, delays and diminished employee morale; this, in turn, affects the organization's capacity to achieve its goals and serve the public effectively. However, a transition towards decentralization, merit-based promotion and enhanced empowerment of lower-level employees could greatly enhance both operational efficiency and service delivery in AKBC as well as other public service institutions in Akwa Ibom State. Although change is often met with resistance, it is essential for progress.

Formalism and worker performance in Akwa Ibom State Broadcasting Corporation.

An Overview

Formalism denotes a rigorous commitment to rules, procedures and protocols within an organization; this often comes at the expense of flexibility and innovation. In the context of the Akwa Ibom State Broadcasting Corporation (AKBC), formalism is evident in the corporation's inflexible hierarchical architecture, wherein decision-making and task execution are frequently constrained by well-established bureaucratic protocols. Although these formal structures aim to establish order and consistency, they can markedly affect employee performance, often hindering their capacity to operate at peak efficiency. As highlighted by Essien (2014), entities like AKBC are generally defined by a bureaucratic culture, where the emphasis on compliance with formal processes may inhibit creativity and decelerate decision-making. However, this excessive focus on procedural adherence has resulted in inefficiencies; employees might discover themselves dedicating more time to maneuvering through bureaucratic channels rather than concentrating on their essential responsibilities.

One of the principal challenges that formalism engenders in AKBC is the constraint it places on employees' autonomy. Workers are expected to adhere to prescribed

procedures without deviation; this can be particularly suffocating in a dynamic field like broadcasting, where adaptability and creative input are vital. According to Akpan (2017), employees in highly formalized organizations may experience disengagement or demotivation because of the absence of decision-making authority. This lack of empowerment often leads to frustration, as workers feel their contributions are undervalued—thus diminishing job satisfaction and adversely affecting overall performance. For example, journalists and producers at AKBC are mandated to comply with stringent editorial guidelines, which leaves little room for creativity or innovation. Although this sense of rigidity not only diminishes job satisfaction, it can also result in a lack of enthusiasm for the work, consequently leading to decreased productivity.

In addition to stifling creativity, formalism in AKBC also has a significant impact on employee motivation. Formal systems of reward and promotion—often rigid and based on tenure or adherence to rules rather than actual performance—can lead to a sense of stagnation among workers. Ekpo (2016) posits that when promotions and rewards are strictly dictated by formal criteria, employees may feel their efforts are overlooked; this oversight can subsequently result in a decline in motivation. Although this lack of recognition affects individual performance, it also undermines the overall morale of the organization. Without a clear connection between performance and reward, employees tend to lack the incentive to exceed the basic requirements of their jobs. However, the consequences of this system can be far-reaching, impacting not just the individuals involved, but the entire organizational culture as well.

Furthermore, formalism frequently gives rise to communication breakdowns, especially within large, hierarchical organizations such as AKBC. When information is funneled through rigid hierarchical layers, crucial messages may not reach lower-level employees promptly or accurately. As Udo (2018) points out, this particular communication structure can result in misunderstandings, delays and inefficiencies. In broadcasting where timely and precise information is essential formalism often causes misalignment among various departments, which in turn affects both production quality and operational effectiveness. This communication gap can severely hinder collaboration among departments, making it challenging for

employees to synchronize their efforts with the corporation's overarching goals. However, although this structure exists, organizations must find ways to bridge these gaps.

Although formalism seeks to instill structure and stability within organizations such as AKBC, its detrimental effects on worker performance should not be disregarded. The strict adherence to procedures while promoting compliance can inhibit innovation, diminish employee engagement and engender a disconnect between staff and management. Broadcasting necessitates a degree of creativity and flexibility to adapt to the changing demands of audiences; however, an excessive focus on formalism may hinder the organization's capacity to stay competitive and responsive. This makes it imperative for AKBC to find a balance between sustaining essential formal structures and permitting flexibility and creativity in decision-making and task execution. By nurturing a more inclusive and adaptable organizational culture, AKBC can enhance employee performance, elevate job satisfaction and secure its ongoing success as a public service broadcaster.

Theoretical Framework

In order to establish a scientific base, the study employs bureaucratic theory as its conceptual framework. Formulated by Max Weber in 1882, this theory aims to elucidate the characteristics and structural composition of formal institutions. Although Weber, a German sociologist, is often linked with bureaucracy, he did not create the idea; rather, he was instrumental in its development and widespread acceptance. Weber's bureaucratic model has emerged as a prevailing influence in organizational thought, esteemed as the most universally acknowledged and globally recognized model of mass organization (Onyeonoru, 2002). However, its implications extend beyond mere administrative functions, because it touches on the intricacies of power dynamics within institutions.

Weber's bureaucratic framework is fundamentally anchored in his conviction that society emerges from rational design; indeed, the growing prevalence of legal authority in the workplace was imperative. He envisioned a system that was entirely rational, free from nepotism, favoritism and the caprices of previous authoritarian regimes, while being defined by explicit regulations and legal order. Furthermore, his

model sought to respond to the societal transformations of his era, including the ascendancy of science, the evolution of industrial production and the rise of capitalism, which relentlessly pursues profit (Sycamnias, 2007). A central tenet of bureaucratic theory is that organizational operations are profoundly shaped by bureaucratic protocols. These protocols are marked by intricate administrative hierarchies, routinization, specialization, impersonal relationships, career service, meticulous record-keeping and rigidity. Although these elements are designed to enhance organizational efficiency, they simultaneously affect productivity. The theory posits that unwavering compliance with bureaucratic principles is essential for any public organization to fulfill its aims and objectives.

In light of this theory, the Akwa Ibom State Broadcasting Corporation (AKBC) functions as a formal organization that operates within a bureaucratically structured framework based on Weber's model. The organization is divided into various departments (units and divisions), with employees expected to adhere to established rules and procedures. However, the bureaucratic procedures at AKBC have resulted in inefficiencies, including inflexibility and a loss of interest in the job, as well as red tape (where processes do not progress as quickly as desired). Although workers are skilled, they face a lack of discretionary power in decision-making, primarily because of the over-centralization of authority.

Bureaucratic inefficiencies pose considerable challenges at AKBC (a point that cannot be overstated). The decision-making process is frequently slow and cumbersome; formal procedures must be adhered to, regardless of the urgency or nature of the issue. This hierarchical structure, coupled with an over-centralization of authority, contributes to intolerable delays—because information must traverse multiple layers of management before it reaches the highest decision-makers. Although this slow pace adversely impacts the efficient delivery of services, it also hampers the organization's capacity to respond to dynamic demands. The rigid bureaucratic approach can also lead to a lack of initiative from subordinate staff; decision-making power is concentrated at the top levels of the hierarchy. Consequently, tasks that could be completed efficiently are often delayed or shifted to other departments due to procedural rules (which only complicates matters), leaving work unfinished.

Furthermore, the issue of political patronage (and favoritism) in the processes of staff selection, recruitment and promotion at AKBC has substantially undermined productivity. It is widely recognized that individuals who receive promotions or rewards often possess connections to powerful figures within the government; this leads to a demotivated workforce. However, this scenario cultivates frustration and disillusionment among employees, ultimately diminishing overall productivity. These criticisms underscore certain limitations of Weber's bureaucratic theory, particularly when its implementation results in inefficiencies and a lack of accountability in public organizations like AKBC. Although the intent may be to enhance employee performance, raise job satisfaction and secure ongoing success as a public service broadcaster, the reality appears quite different.

Methodology

The study utilized a **Descriptive and Survey research design**, combining both qualitative and quantitative methods. This approach allowed the researcher to analyze events and gather data from a subset of the population for empirical findings and generalization.

The **population** comprised selected staff from the **Akwa Ibom State Broadcasting Corporation (AKBC)**, drawn from seven departments. A total of **329 respondents** (47 from each department) were initially selected to ensure broad representation. From this, a **sample size of 175 respondents** was determined using **simple random sampling**, ensuring equal selection opportunities for all staff. The study adopted a **multi-stage sampling technique**, combining **purposive, stratified, and simple random sampling** to enhance representation and reduce bias in data collection. Data were gathered from **primary sources** (questionnaires, interviews, and focus group discussions) and **secondary sources** (textbooks, journals, government reports, and online materials), ensuring a comprehensive understanding of the subject.

For data collection, **175 questionnaires** were distributed, with each department receiving **25 questionnaires**, ensuring even participation across all sections of AKBC, out of which 150 were duly retrieved. Data analysis employed **quantitative techniques**, specifically the **Chi-square method**, to test hypotheses at a **0.05 alpha**

level. This statistical approach established relationships between the study variables and provided empirical support for the conclusions.

Testing of Research Hypotheses

Testing of Hypothesis i: **Hierarchical Structure and Over-Centralization tends to affect Workers Productivity in Akwa Ibom State Broadcasting Corporation.**

S/N	Statements	SA	A	SD	D	Total
11	The hierarchical structure in the organization slows down decision-making processes, which negatively impacts workers' productivity	55	58	20	17	150
12	Over-centralization of authority limits employees' autonomy, reducing their ability to perform effectively.	50	60	25	15	150
13	Workers feel that the rigid hierarchical structure creates communication barriers, leading to inefficiencies in task execution.	52	57	23	18	150
14	Over-centralization discourages innovation and initiative among employees, lowering overall productivity at Akwa Ibom State Broadcasting Corporation.	53	56	22	19	150
15	The hierarchical structure and over-centralization result in unequal distribution of responsibilities, which negatively affects team performance and productivity.	54	55	21	20	150

Table 4.2.2: Chi-square calculation for hypothesis I

	SA	A	SD	D	Total	X ² Cal.	X ² Tab.
11	55	58	20	17	150		
12	50	60	25	15	150		
13	52	57	23	18	150		
14	53	56	22	19	150		
15	54	55	21	20	150		
Total	264	286	111	89	750	129.93	21.026

$$\chi^2 = 129.93$$

$$d/f = (R-1)(C-1)$$

$$= (4-1)(4-1)$$

$$\chi^2 = 3 \times 3 = 9$$

$$TV = 21.026$$

Testing of Hypothesis ii: **Secrecy is likely to affect Workers' Effective Performance in Akwa Ibom State Broadcasting Corporation.**

S/N	Statements	SA	A	SD	D	Total
6	Secrecy in decision-making processes reduces transparency and negatively impacts workers' effectiveness in Akwa Ibom State Broadcasting Corporation.	56	54	22	18	150
7	Employees feel that secrecy creates distrust among team members, which lowers overall performance levels in the organization.	58	52	20	20	150
8	The practice of secrecy limits workers' access to critical information needed to perform their duties effectively.	54	55	23	18	150
9	Excessive secrecy hinders collaboration and open communication, reducing workplace productivity in Akwa Ibom State Broadcasting Corporation.	55	53	22	20	150
10	Workers believe that secrecy in the organization leads to a lack of accountability, which negatively affects their ability to achieve performance targets..	57	54	21	18	150

Table 4.2.2: Chi-square calculation for hypothesis II

	SA	A	SD	D	Total	X ² Cal.	X ² Tab.
6	56	54	22	18	150		
7	58	52	20	20	150		
8	54	55	23	18	150		
9	55	53	22	20	150		
10	57	54	21	18	150		
Total	280	268	108	94	750	25.29	21.026

$$\chi^2 = 25.29$$

$$d/f = (R-1)(C-1)$$

$$= (4-1)(4-1)$$

$$\chi^2 = 3 \times 3 = 9$$

$$TV = 21.026$$

Study Findings and its Discussion

The findings of this study provide valuable insights into the impact of formalism and hierarchical structures on employee performance and productivity, particularly

within Akwa Ibom State Broadcasting Corporation (AKBC). The results suggest that formalism and hierarchical over-centralization significantly hinder organizational effectiveness, reinforcing the arguments put forth by numerous scholars who emphasize the negative effects of these organizational features.

In addressing hypothesis two, which suggests that hierarchical structure and over-centralization negatively affect workers' productivity in AKBC, the results provide strong support for the argument that excessive centralization of authority hampers employee autonomy, slows down decision-making processes, and creates communication barriers. These findings are consistent with the work of Mintzberg (1979), who argued that a highly centralized structure leads to inefficiencies. When decision-making is concentrated at the top, the organization becomes less responsive to the needs of employees at lower levels, thereby hindering productivity.

Burns and Stalker (1961) also found that over-centralization restricts the flow of information, resulting in delays and inefficiencies in decision-making. They emphasized that organizations with more decentralized structures tend to perform better because they enable quicker decisions, foster employee empowerment, and promote greater engagement. This aligns with the current study's findings, which suggest that a more decentralized and flexible structure could enhance productivity by increasing employee autonomy and responsiveness. Hall (1982) further reinforced the view that rigid hierarchical structures create communication barriers, which hinder the effective sharing of information across different levels of the organization. Such barriers lead to misunderstandings and delays, which in turn affect the efficiency and productivity of employees. Similarly, Tushman and O'Reilly (1996) concluded that organizations with excessive centralization struggle to adapt to change, as lower-level employees are not empowered to make decisions that could improve performance or foster innovation. The current study's findings align with these scholarly perspectives, highlighting that hierarchical rigidity and centralization can undermine productivity and hinder organizational flexibility.

In light of these findings, it is clear that a more decentralized structure, which encourages employee autonomy, promotes transparency, and facilitates communication, is essential for enhancing productivity at AKBC. By empowering employees to make decisions and fostering an environment of open communication,

AKBC could improve employee engagement and performance, leading to better organizational outcomes.

Conclusion

This study concludes that hierarchical over-centralization and rigid adherence to formal procedures significantly impede organizational performance in Akwa Ibom State Broadcasting Corporation (AKBC). The findings demonstrate that when authority and decision-making power are concentrated at the top levels of the organization, it limits the ability of lower-level employees to act independently or respond promptly to emerging issues. This lack of autonomy not only leads to delays in operations but also weakens employee motivation and initiative, as staff members feel excluded from meaningful contributions to organizational goals.

Furthermore, the presence of strict formalism where procedures and bureaucratic protocols are followed rigidly tends to prioritize compliance over efficiency. This creates an environment where innovation and flexibility are stifled, and employees may become more focused on avoiding mistakes than on achieving optimal outcomes. As a result, the organization becomes slow to adapt to internal and external changes, leading to reduced effectiveness in service delivery. The evidence gathered from this study also highlights how these organizational features contribute to poor communication within AKBC. The rigid chain of command and the requirement to follow lengthy bureaucratic procedures result in miscommunication, delays in feedback, and inefficiencies in the flow of information across departments. Such barriers limit collaboration, reduce transparency, and further hinder productivity.

In summary, the structural and procedural characteristics examined in this study reveal that hierarchical rigidity and excessive formalism have a detrimental effect on the productivity, responsiveness, and operational efficiency of AKBC. These findings contribute to a broader understanding of how organizational design can either support or obstruct institutional performance, particularly in public sector institutions.

5.3 Recommendations

Based on the above findings, the study recommended among others:

i. Reducing Formalism

AKBC should streamline administrative processes and minimize rigid formalism, empowering employees with more autonomy. This will encourage innovation, faster decision-making, and improved performance by reducing unnecessary bureaucratic barriers and fostering a more flexible work environment..

ii. Decentralization

AKBC should adopt a decentralized structure by delegating decision-making authority to lower levels. Empowering employees to make independent decisions and improving information flow will enhance responsiveness, productivity, and employee engagement. This will foster a more efficient and adaptable organization.

iii. Employee Engagement Programs:

AKBC should introduce or strengthen employee engagement programs that focus on enhancing motivation, recognizing employee contributions, and aligning personal goals with organizational objectives. Such programs can lead to increased job satisfaction and productivity.

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