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Bureaucracy and Organizational Commitment in Lagos State Civil Service

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Abstract:

Bureaucracy is believed to be a means through which rationalization is applied to the organization of human activities, and it is based on the postulation that the management can create control, predictability, and certainty in the work place. However, bureaucracy involves unnecessary delay in decision-making, high level of rigidity, goal displacement, red tape, compartmentalization of activities, too much paper work, among others. This study investigated the effects of bureaucracy on organizational commitment in Lagos State Civil Service. The survey research design was utilized, through the administration of questionnaire, for the collection of factual data that are measurable and quantifiable. Weber's theory of bureaucracy was adopted for this study. The study supports the idea that bureaucracy has a seed of its own destruction because its (bureaucratic) principles force the human to substitute his sense of right and wrong (while performing his daily tasks) with decisions, rules, and instructions imposed by higher supervisors who might be away from the real social context and its necessities. Three research hypotheses were formulated and tested. Findings revealed that bureaucratic management style has a contributing effect on the employees' commitment in an organization. This is because employees' commitment is hampered by bureaucratic culture in the organization. This study recommends, among others, that bureaucratic management style and practices should be eliminated to allow for dynamism, creativity and productivity on the part of the employees or Civil Servants.

1. Introduction

1.1. Background to the Study

The term 'bureaucracy' can be traced back to the 18th century when absolutist monarchies developed their central administrations. The term was initially used by Vincent de Gournay (1712-1759), in his analysis, where he described civil servants that were unproductive as bureaucrats (Darlien, 1992; and Theuvsen, 2004). Later, in 1946, Max Weber introduced thinking about bureaucratic organization into modern sociology and organization theory, noting that bureaucracy is rationalization applied to the organization of human activities and it is based on impersonal rules which have been legally established. Bureaucratic rules are drawn specifically by the management or government to control the activities (usually) of a large organization and it is represented by a structured set of rules which provides for division of labour, hierarchy and impersonal relationships (Tierean and Brătucu, 2009). Bureaucracy is a pattern of ordering and specifying relationships between personnel of an organization. These relationships are based on rationality, with authority being vested in a position and not the individual (Kimbrough and Todd, 1967). To Bennis (1966), in an ideal sense, all bureaucratic activities and relationships are carefully designed to aid the achievement of organizational goals using the dimension which includes the impersonal approach to interpersonal relationship, a systematic procedure, division of labour, a well-defined hierarchy of authority, technical competence based selection and promotion, and a written and inflexible rules, and regulations. Weber perhaps has done much social and economic damage by idealizing bureaucracy and considering it as the most rational way of organizing government and private agencies. Bureaucracy, as a model for organizing enterprises sounds good only on paper (Johnston, 1993).

In the words of Jain (2004), Weber posited that bureaucratic action was typically oriented towards solving problems and that bureaucratic decision-making was guided by the objectives of efficiency, and predictability. Consequently, decisions were more rational because they were made 'without regard to persons.' These decisions are immune to personal, irrational, and emotional aspects. Whereas, Adler (1999) had earlier noted that bureaucracy is inconsistent with modern trends in the organization which involves a highly demanding and quick changing features that can only survive with the application of creativity as against red tapism, rigidity and alienation which can only result in low commitment. From extant literature, it is clear that the success or failure of any organization depends on the performance of its employees (Ezirim, Nwibere, & Emecheta, 2010; Ezirim, Nwibere, & Emecheta, 2012). According to Oyelere, Opute and Akinsowon (2015), organizational commitment involves 'the employee's emotional attachment to, identification with and involvement in a particular organization'. Employees' commitment is the degree to which an

employee identifies and gets involved in a certain organization. It is an on-going process in which the employees show their concern and willingness for the long-term success of the organization (Mihneva, 2013). Further, there seem to be a significant relationship between bureaucracy and poor employees' commitment to work. Therefore, the thrust of the current study is to examine the effects of bureaucratic norms and practices on organizational commitment in Lagos State Civil Service.

1.2. Statement of the Problem

It is the assumption of bureaucracy that the management can create control, certainty and predict situations in the organization. Bureaucracy in itself is a direct opposite of flexibility, and at every point, it seeks to dictate what employees do in the organization through its numerous procedures, policies and rules (Romero, 2014). Many companies have policy manuals the size of telephone directories which restrict what staff can think and do. Personnel are required to follow a procedure or policy, even if the situation requires a different course of action. The fact that many of the rules and policies in these books are out dated, unnecessarily restrictive, and costly does not seem to bother control-minded managers who insist on keeping them. Bureaucracy places unnecessary limits on the thinking and actions of people confronting problems that require a new solution. It prevents new ideas from emerging or even being considered. Why think about the many tasks that the policy book says you cannot do? Over time, the result is apathy and poor performance. Just look at government, the ultimate bureaucracy, for evidence of how ineffective and inefficient bureaucracies can get. Many people work for companies where if you make negative statements about the leadership, policies, etc., you would get ostracized or fired. In such oppressive places, there is an endemic lack of initiative, passion, and sharing of ideas. The result is a lack of commitment, creativity, and flexibility, which are essential to compete and survive in a rapidly changing environment. However, organizational commitment according to Mowday et al. (1979) is not only concerned with the extent to which an employee identifies with their organization, but also whether the employee is or is not willing to leave their organization. It can be defined from two perspectives, behavioural commitment and attitudinal commitment (Meyer and Allen, 1991). Behavioural commitment focuses on the processes by which employees become part of a specific organization and their proper behaviour (Meyer and Allen, 1991). Attitudinal commitment, however, focuses on the processes by which employees come to think about their relationships with their organization, and the extent to which their goals and values are congruent with those of the organization (Meyer and Allen, 1991). Moreover, the operation of bureaucracy in the Civil Service has led to lack of the use of initiative on the part of the civil servants and so result in absence of innovation in the civil service in general. For instance, when a civil servant presents a new idea or style of putting up monthly activity report different from the traditional way, it will be declined and will be requested to maintain the status quo. Also, the application of bureaucracy in the civil service with regard to disciplinary procedures gives room for indolence, a situation where an officer that is found erred is not given instant punishment due to bureaucratic processes which rather take long duration of administration and allow for undue influences to forestall discipline of the erring officer. This has one way or the other negatively affected the level of commitment of Officers who ordinarily would have given their best commitment with regard to services in the Civil Service and by extension improve general service delivery in the Lagos State Civil Service. Therefore, it is against the background of the foregoing, that this study seeks to examine the relationship between bureaucracy and organizational commitment in Lagos State Civil Service to make necessary recommendations towards improving employees' commitment in the workplace.

1.3. Objectives of the Study

This study examines the relationship between bureaucracy and organizational commitment in Lagos State Civil Service. Specifically, the objectives of the study are as follows: to examine;

- If workplace routines and protocols affect the commitment of employees in the organization.
- If organization's code of conduct encourage employees' commitment to the organization.
- If organization's hierarchical structure produces highly committed employees.
- If organization's bureaucratic rules beneficial to performance of tasks by the employees.

1.4. Statement of Hypotheses

The following null hypotheses will be tested for the study:

- There is no significant relationship between bureaucratic management style and employees' commitment in an organisation.
- There is no significant relationship between workplace protocols and performance of tasks by employees in an organisation.
- There is no significant relationship between hierarchical structure and employees' commitment in an organisation.

2. Literature Review and Theoretical Underpinning

2.1. Bureaucracy

Bureaucracy is a concept in sociology and political science referring to the way in which the administrative execution of legal rules is socially organized. Bureaucracy refers to the set of regulations drawn to control activity, usually in large organizations and governments. It is represented by a standardized procedure that dictates the execution of all processes within an institution, division of power, hierarchy and relationships (Tierean and Brătucu, 2009). The concept was first used by Gourmay, a French Philosopher, in a negative connotation, to refer to unproductive civil servants. The term "bureaucracy" suggests routines, constrained behaviour and inefficiency. Bureaucracy is the administrative structure and set of regulations in place to control (rationalize, make effective and professionalize) activities, usually in large organizations and government (Dimock, 1959).

Formal hierarchical structure; impersonal relationship; technical based employment and promotion; division of labour; management by rules; inflexible rules; predisposition to grow in staff "above the line" are some of the basic features of bureaucracy (See Swedberg and Agevall, 2005; Allan and Allan, 2005). Bureaucracy directly opposes the traditional forms of authority. The introduction of rational-legal authority in bureaucracy has tightened the knot and gives more power to top ranking officials including political leaders. To Max Weber, bureaucracy is indispensable with modern organization because it is the most efficient form of organization. Therefore, rationality can only exist in organizations and governments where there are bureaucratic principles. Instead of the consideration of emotions, traditions, etc, every employee must apply rational calculations and follow laid down rules.

Rationalization here describes a transition in society, wherein traditional motivators of behaviour like values, beliefs, and emotions, are replaced with rational calculations. Regarding Western societies, Weber called this increasing rationalization an "iron cage" that trapped individuals in systems based solely on efficiency, rational calculation, and control. In his theory, the "iron cage" is the one set of rules and laws that individuals were subjected to (Swedberg and Agevall, 2005; Ritzer, 2004). In the overall, the term bureaucrat is always used to refer to any person who is so much interested with procedural correctness irrespective of the circumstances surrounding the situation. Many people hate to be called bureaucrats because of the disparaging criticism attached to the concept. It is no new therefore that bureaucracy is not good enough to exist in a perfect world (Von Mises, 1994).

2.2. *The Development and Characteristics of Bureaucracy: From Weber's Perspective*

Max Weber's criticism of the running of organization like a family business and his belief on a more formalized, rigid structure of organization as opposed to an informal organization where power is misplaced, led to the strengthening of bureaucracy in the late 1800s. According to Grigoriou, historically, this made Weber the most important exponent of bureaucracy. Bendix (1966) added that Weber described bureaucracy as technically superior to all forms of organization and hence indispensable to large, complex enterprises. Weber belonged to a generation, perhaps the last, of universal scholars (Gerth and Mills, 1979). Therefore, a brief sketch cannot possibly do justice to the scope of Weber's interest in bureaucracy (Hughes, 1958). Weber assumed a sense of loyalty to the entire structure; in the case of a civil servant it was to the entire nation-state (Lutzker, 1982). The characteristics of bureaucracy, from Weber's perspective include;

- A well-defined formal hierarchy and chain of command, with assignments flowing downward and accountability flowing upward,
- A division of labour and work specialization,
- Written and inflexible rules,
- Written communications and records,
- Impersonality,
- Bureaucratic officials with expert training, and
- Career advancement depending on technical qualifications

2.3. *A Critique to Bureaucracy*

Bureaucracy is based on the following principles: a well-defined formal hierarchy and chain of command, with assignments flowing downward and accountability flowing upward, division of labour and work specialization, written and inflexible rules, written communications and records, Impersonality, bureaucratic officials with expert training, and career advancement depending on technical qualifications. Bureaucratic organizations, according to Weber are based on rational-legal authority and this authority rests both in the legal incumbency of office and on technical competence (Goulter, 1954). Parenthetically, this idea would make meaning where superiors have more knowledge and skill, but in the actual sense, this is often not the case. Although bureaucracy, as found in modern organization's authority is centralized, the individual's ability remains decentralized. Further, according to Merton (1957), the rationality and efficiency enhanced by bureaucracy might actually be associated with irrationality and inefficiency, as bureaucracy has the seeds of its own destruction. Bureaucrats have been forced to become mechanistic technicians who are detached from their humanity, emotions, society and even their individual thinking describing it as "the bomb that threatens humanity". Other scholars argue that bureaucracy forces human to substitute his sense of right and wrong while performing his daily tasks by decisions, rules, and instructions imposed by higher supervisors who might be away from the real social context and its necessities. Bureaucracy deals with the humans as if they were programmed like machines.

In a similar development, some major critics of bureaucracy are of the opinion that bureaucracy involves unnecessary delay in decision-making, high level of rigidity, goal displacement, red tape, compartmentalization of activities, and too much paper work, among others. Accordingly, this makes informal groups and organizations less important and unsuitable for all type of oriented organizations, and has difficulties in coordination and communication. To add to this, Bendix (1962) states that Weber was vague about what he meant by ideal type and did not compare bureaucracy with the critical model, rather he compared bureaucracy with patrimonialism.

In recent times, bureaucracy have become a justification for rigid policies and procedures, inflexible and unresponsive organizations, organizations with zero tolerance for customers exceptions, organizations unwilling to admit mistakes, organizations that are slow to innovate, organizations who are reluctant to change; even as times change or event dictate, as well as organizations lacking in a sense of humour. Bureaucracy has a bad reputation because it has come to mean an organization or government that is dim-deep in red-tape and unnecessary procedures (Vocabulary.com, 2017; and Management Study HQ, 2017).

In summary, according to Bennis (1966), bureaucracy ignores the dynamics of the work environment. It treats the organization as if it were a close system unaffected by the uncertainties of the environment. Bureaucracy is overly mechanical and ignores individual group behaviour in organizations. Bureaucracy houses some, if not all the following employees;

Employees unhappy about the organizational processes and procedures
 Employees who are not cordial and friendly with customers
 Employees who are less passionate about their jobs
 Employees whose ingenuities are hidden

2.4. Organizational Commitment

The concept of organizational commitment is not recent in the social and management sciences literature. It is majorly seen as a state whereby an employee identifies and get more involved in the organization. According to Swailes (2002), organizational commitment is a situation whereby a worker develops strong passion and emotion to identify with, and gets more involved in the organization where he finds himself. Cohen (2003) refers to organizational commitment as a force that binds an individual to a course of action of relevance to one or more targets. It is the willingness to make adequate and timely contributions to organizational goal achievement (Okpara, 2004). This willingness comes as a result of job satisfaction (Ayeni and Phopoola, 2007). Whereas Brewer (1996) had earlier stated that organizational commitment means more than just a contractual obligation. According to him, organizational commitment is a complex phenomenon which cannot be equated merely with obedience or a decision to remain with a specific employer. Therefore, organizational commitment is the extent to which employees identify with their organization, managerial goals and show a willingness to invest effort, take part in decision making, and internalizes managerial values. Mihelcic (2003) further extended it further by adding that organizational commitment includes strategy, organizational and human resources, which are so valuable, rare and very difficult to imitate or substitute.

3. Methodology

3.1. Study Area

The study area for this research is the Ministries, Departments and Agencies (MDAs) that make up the Lagos State Civil Service. The Civil Service is a body of permanent, full time public officials in a professional, non-political and who are not to be members of either the Judiciary or Armed Forces. The Lagos State Civil Service came into existence shortly after the creation of Lagos State along other 11(Eleven) States in the Federation on 27th May, 1967. Ministries of Justice; Finance and Economic Development; Works and Transport; Health and Social Welfare; Trade and Industry; Education and Community Development and Agriculture and Natural Resources were the pioneer ministries of Lagos State. Mr. J. O. Adeyemi became the first civil servant of Lagos State. However, the Lagos State Civil Service has grown tremendously over the years with different Governments at different times in power. Today, various Ministries, Departments and Agencies (MDAs) are centrally located with Alausa Complexes in Ikeja, Lagos.

3.2. Study Population

The target population for the study consists of all members of staff of Lagos State Civil Service. The Lagos State Civil Service is divided into nine sectorial distributions which are: Economic sector, Education sector, Environmental sector, General Public Service sector, Health sector, Housing & Community Amenities sector, Public Order & Safety sector, Recreation Culture & Religious sector, Social Protection sector. However, under the aforementioned sectorial distributions, there are 44 Ministries, Department and Agencies with total staff strength of 12,243. Thus, this staff strength forms the population of the study. The tables below show the strength, gender and sectorial distribution of members of staff of the Lagos State Civil Service.

3.2.1. Sampling Frame

S/N	Sectors	Number of Staff		
		Male	Female	Total
1	Economic Sector	442	475	917
2	Education Sector	317	319	636
3	Environmental Sector	53	48	101
4	General Public Service Sector	2179	5426	7605
5	Health Sector	459	328	787
6	Housing & Community Amenities Sector	88	90	178
7	Public Order & Safety Sector	295	149	444
8	Recreation Culture & Religious Sector	557	651	1208
9	Social Protection Sector	207	160	367
	Total	4597	7646	12243

Table 1: Distribution of Staff in the Lagos State Civil Service (By Gender)
 Source: Field Work (2014)

S/N	Sectors	Total No of Staff	Staff Per Sector	Total Sample Size	Sample Size/Sector
1	Economic Sector	12243	917	387	29
2	Education Sector	12243	636	387	20
3	Environmental Sector	12243	101	387	3
4	General Public Service Sector	12243	7605	387	240
5	Health Sector	12243	787	387	25
6	Housing & Community Amenities Sector	12243	178	387	6
7	Public Order & Safety Sector	12243	444	387	14
8	Recreation Culture & Religious Sector	12243	1208	387	38
9	Social Protection Sector	12243	367	387	12
	Total		12243		387

Table 2: Distribution of Staff in the Lagos State Civil Service (By Sector)
Source: Field Work (2014)

Variables	Frequency	Percent (%)
Gender		
Male	159	49.1
Female	165	50.9
Total	324	100.0
Age		
Below 30 Years	30	9.3
30-39 Years	58	17.9
40-49 Years	193	59.6
50-59 Years	43	13.3
60 Years & Above	--	--
Total	324	100.0
Marital Status		
Single	51	15.7
Married	261	80.6
Separated/Divorced	9	2.8
Widow	3	0.9
Total	324	100.0
Educational Qualification		
Primary	--	--
Secondary	3	0.9
OND/HND	73	22.5
B.Sc	149	46.0
Master's Degree and Above	99	30.6
Total	324	100.0
Designation		
Senior Management	139	42.9
Middle Management	154	47.5
Lower Management	31	9.6
Total	324	100.0
Length of Service		
1-5 Years	57	19.6
6-10 Years	53	16.4
11-20 Years	167	51.5
21 Years & Above	47	14.5
Total	324	100.0
Income per Month		
N50,000-N100,000	185	57.1
N101,000-N200,000	111	34.3
N201,000-N300,000	12	3.7
N301,000-N400,000	9	2.8
N401,000-N500,000	7	2.2
Total	324	100.0

Table 3: Demographic Characteristics of Respondents
Source: Field Survey, 2014

3.2.1. Determination of Sample Size

The formula that was used to get the sample size for the study is as follow:

$$\text{Sample Size } (n) = N/1 + N(e)^2$$

Where; N=Total population

1=Constant

e=Limit of sampling error (0.05)

$$\text{Sample Size } (n) = 12,243/1 + 12,243(0.05)^2$$

$$n = 12243/1 + 30.6075$$

$$n = 12243/31.6075 = 387.35$$

Therefore; sample size=387

Furthermore: Sample size per sector was derived using this method:

$$N1 = n(n_1)/N$$

Where n_1 is the population of each sector

3.2.2. Sampling Procedures

A Simple Random Sampling was used in the study. This is a method in which sample members are chosen one at a time where at each selection eligible member stands the same chance of being chosen. Thus, a sample size of 387 was derived from the total number of 12,243 Civil Servants from the 9 Sectorial divisions of the Lagos State Civil Service as tabulated in table 1. However, for equal chance and well representation, the 387-sample size was further distributed using the Bowley method $n_h = (N_h/N) \times n$ amongst the Ministries, Departments and Agencies that made up of the 9(Nine) sectorial divisions.

The sample size in each of the sectors was derived with the use of Bowley (1926) sample proportional allocation formula as tabulated in table 2.

$$n_h = (N_h/N) \times n$$

Where;

n_h = sample size of each sector

N_h = population size of each sector h

N = total population size (12243)

n = total sample size (387)

Economic Sector

$$n_1 = (917/12243) \times 387 \\ = 29$$

Education Sector

$$n_2 = (636/12243) \times 387 \\ = 20$$

Environmental Sector

$$n_3 = (101/12243) \times 387 \\ = 3$$

General Public Services Sector

$$n_4 = (7605/12243) \times 387 \\ = 240$$

Health Sector

$$n_5 = (787/12243) \times 387 \\ = 25$$

Housing and Community Amenities Sector

$$n_6 = (178/12243) \times 387 \\ = 6$$

Public Order and Safety Sector

$$n_7 = (444/12243) \times 387 \\ = 14$$

Recreation Culture and Religious Sector

$$n_8 = (1208/12243) \times 387 \\ = 38$$

Social Protection Sector

$$n_9 = (367/12243) \times 367 \\ = 12$$

3.3. Methods of Data Analysis

The data obtained from the administered questionnaire was analyzed using descriptive statistics (frequencies and percentages) and Pearson's correlation coefficient as statistical tools. Pearson correlation coefficient was used to examine the relationship between

Bureaucracy and Organizational Commitment as it operates in the Lagos State Civil Service. Findings of the research are also added at the end of the data analysis and presentation to enhance effectiveness in the study.

4. Results/Findings

Statement	SA	A	D	SD	U
Bureaucracy is the major cause of low productivity in the Lagos State Civil Service.	65 20.1%	92 28.4%	106 32.7	30 9.3%	31 9.6%
The various management reforms in the Lagos State Civil Service can reduce its bureaucratic nature.	71 21.9%	186 57.4%	35 10.8%	15 4.6%	17 5.2%
If removal of bureaucratic barriers would increase employees' commitment and improve service delivery in the Lagos State Civil Service	121 37.3%	108 33.3%	63 19.4%	14 4.3%	18 5.6%
The bureaucratic rules and regulation in the Civil Service with regard to disciplinary procedures give room for indolence	50 15.4%	116 35.8%	97 29.9%	39 12.0	22 6.8%
To build a creative Civil Service in the Lagos State bureaucratic rules and regulations must be eliminated.	78 24.1%	98 30.2%	97 29.9%	40 12.3%	11 3.4%
In a bureaucratic organization personnel are required to follow procedures or policy, even if the situation requires a different course of action.	74 22.8%	182 56.2%	37 11.4%	6 1.9%	25 7.7%
The success or failure of Civil Service rule and regulations depend entirely upon the discretion of the administrators.	85 26.2%	161 49.7%	46 14.2%	19 5.9%	13 4%
Innovative and supportive cultures in an organization seem to influence employees' commitment.	120 37%	154 47.5%	29 9%	6 1.9%	15 4.6%

Table 4: Responses on Bureaucracy and Employees' Commitment in Lagos State Civil Service

Source: Field Survey, 2014

Statement	SA	A	D	SD	U
Organization commitment is the individual's state of deeming the interests of the organization more superior to the personal interests.	95 29.3%	150 46.3%	18 5.6%	11 3.4%	50 14%
Employees' perception of favourable relationships with their organizations is expected to result in increased organizational commitment.	97 29.9%	187 57.7%	20 6.2%	2 0.6%	18 5.6%
The communication style in the Lagos State Civil Service is flexible and enhances organizational commitment.	52 16%	146 45.1%	62 19.1%	33 10.2%	31 9.6%
The hierarchical structure in the Lagos State Civil Service allows for interpersonal interactions.	38 11.7%	154 47.5%	82 25.3%	36 11.1%	14 4.3%
Decreased organizational commitment is likely to have resulted from the provision of insufficient rewards in exchange for the employees' efforts.	105 32.4%	161 49.7%	28 8.6%	10 3.1%	20 6.2%

Table 5: Hierarchical Levels and Organizational Commitment in Lagos State Civil Service

Source: Field Survey, 2014

4.1. Hypothesis 1

There is no significant relationship between bureaucratic management style and employees' commitment in an organization.

The table 6 and 7 show the result of the hypothesis stated above. To test the hypothesis, the Pearson correlation coefficient was done to show the relationship between bureaucratic management style and employees' commitment in an organization.

The results shown on the tables revealed that that mean scores of bureaucratic management style and employees' commitment variables were 2.76 and 2.54 respectively while their standard deviation values were 1.129 and 1.033 respectively. However, the relationship between the two variables produced a positive correlation coefficient of 0.146 which depicts a strong direct correlation between bureaucratic management style and employees' commitment. Also, the two-tailed test conducted to check for the significance level of the value of correlation coefficient yields a value of 0.009 which was significant at 0.01 level. Therefore, the hypothesis that there is no significant relationship between bureaucratic management style and employees' commitment in an organization was rejected. The result implies that there is a direct positive relationship between bureaucratic management style and employees' commitment. Thus, bureaucratic management style has a contributing effect on the employees' commitment in an organization.

Variables	Mean	Std. Deviation	N
Bureaucracy is the most suitable management style in a large organization like Civil Service.	2.76	1.129	324
Bureaucracy culture has a direct positive effect on organizational commitment.	2.54	1.033	

Table 6: Descriptive Statistics of bureaucratic management style and employees' commitment variables

Correlation		Bureaucracy is the most suitable management style in a large organization like Civil Service.	Bureaucracy culture has a direct positive effect on organizational commitment.
Bureaucracy is the most suitable management style in a large organization like Civil Service.	Pearson	1	.146**
	Sig. (2 Tailed)		.009
	N	324	324
Bureaucracy culture has a direct positive effect on organizational commitment.	Pearson	.146**	1
	Sig. (2 Tailed)	.009	
	N	324	324

Table 7: Correlation of bureaucratic management style and employees' commitment variables

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

4.2. Hypothesis 2

There is no significant relationship between workplace protocols and performance of tasks by employees in an organization.

The table 8 and 9 displayed the result of the hypothesis stated above. To test the hypothesis, the Pearson correlation coefficient was done to show the relationship between workplace protocols and performance of tasks by employees in an organization.

The results shown on the tables revealed that that mean scores of workplace protocols and performance of tasks variables were 2.56 and 1.94 respectively while their standard deviation values were 1.132 and 0.965 respectively. Also, the relationship between the two variables produced a positive correlation coefficient of 0.145 which depicts a strong direct relationship between workplace protocols and performance of tasks by employees in an organization. In addition, the two-tailed test conducted to check for the significance level of the value of correlation coefficient yields a value of 0.009 which was significant at 0.01 level. Hence, the hypothesis that there is no significant relationship between workplace protocols and performance of tasks by employees in an organization was rejected. This means there is a strong correlation between workplace protocols and performance of tasks by employees in an organization. This indicates that performance of tasks by employees in an organization is tied to the existing workplace protocols.

Variables	Mean	Std. Deviation	N
The rules and regulations in the bureaucratic organization allow for progress and dynamism.	2.56	1.132	324
One of the ways to improve employees' commitment in the Lagos State Civil Service is to ensure strict adherence to routines and protocols.	1.94	.965	

Table 8: Descriptive Statistics of workplace protocols and performance of tasks variables

Correlation		The rules and regulations in the bureaucratic organization allow for progress and dynamism.	One of the ways to improve employees' commitment in the Lagos State Civil Service is to ensure strict adherence to routines and protocols.
The rules and regulations in the bureaucratic organization allow for progress and dynamism.	Pearson	1	.145**
	Sig. (2 Tailed)		.009
	N	324	324
One of the ways to improve employees' commitment in the Lagos State Civil Service is to ensure strict adherence to routines and protocols.	Pearson	.145**	1
	Sig. (2 Tailed)	.009	
	N	324	324

Table 9: Correlation of workplace protocols and performance of tasks variables

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

4.3. Hypothesis 3

There is no significant relationship between hierarchical structure and employees' commitment in an organization.

To determine the relationship between hierarchical structure and employees' commitment, the hypothesis was tested using Pearson's correlation coefficient. However, the results as shown on the tables 10 and 11 revealed that that mean scores of hierarchical structure and employees' commitment variables were 2.44 and 2.02 respectively and corresponding standard deviation values were 1.137 and 0.942 respectively. Moreover, the relationship between the two variables produced a positive correlation coefficient of 0.436 which implies a direct correlation between hierarchical structure and employees' commitment in an organization.

Moreover, the two-tailed test conducted to check for the significance level of the value of correlation coefficient yields a value of 0.000 which was significant at 0.01 levels. Therefore, the hypothesis that there is no significant relationship between hierarchical structure and employees' commitment in an organization was rejected. This result indicates that hierarchical structure in an organization has direct influence on the employees' commitment.

Variables	Mean	Std. Deviation	N
The hierarchical structure in the Lagos State Civil Service influences organizational commitment.	2.44	1.137	324
The hierarchical levels in the Lagos State Civil Service help to maintain efficiency, effectiveness and chain of command among employees.	2.02	.942	

Table 10: Descriptive Statistics of hierarchical structure and employees' commitment variables

Correlation		The hierarchical structure in the Lagos State Civil Service influences organizational commitment.	The hierarchical levels in the Lagos State Civil Service help to maintain efficiency, effectiveness and chain of command among employees.
The hierarchical structure in the Lagos State Civil Service influences organizational commitment.	Pearson Sig. (2 Tailed) N	1 324	.436** .000 324
The hierarchical levels in the Lagos State Civil Service help to maintain efficiency, effectiveness and chain of command among employees.	Pearson Sig. (2 Tailed) N	.436** .000 324	1 324

Table 11: Correlation of hierarchical structure and employees' commitment variables

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

5. Conclusion and Recommendations

This study concludes that bureaucratic management style has a contributing effect on the employees' commitment in an organization. This is because employees' commitment is hampered by bureaucratic culture in the organization. In light of this, bureaucratic procedures/rules often serve as obstacles to employees' creativity and productivity. Moreover, based on the findings of the study, it was discovered that employees' commitment will be enhanced with the elimination of bureaucratic barriers in the Civil Service. In addition, it can be concluded that performance of tasks by employees of an organization is tied to the workplace protocols. This is because the existence of protocols in an organization allows for smooth running of activities as well as maintenance of orderliness and decorum. Furthermore, hierarchical structure in an organization has a direct influence on the employees' commitment. In view of this, the study indicated that there is an existence of good hierarchical structure in Lagos State Civil Service and it has enhanced cordial relationship among employees. The following are therefore suggested as recipes for addressing the limitation of bureaucracy in the Civil Service:

First and foremost, bureaucratic management style and practices should be eliminated to allow for dynamism, creativity and productivity on the part of the employees or Civil Servants. Also, there should be flexibility in the communication style in the Civil Service as it will enhance employees' commitment. Moreover, employees' efforts should be appropriately rewarded towards ensuring increased organizational commitment. In addition, governments at all level through their administrators must make sure that innovative and supportive cultures are in place towards improving employees' commitment in the Civil Service. Lastly, Governments must make sure that management reforms to the Civil Service Commission either at federal or state so that bureaucratic practices that do not allow for innovation or creativity within the Civil Service are eliminated. In the same vein, the government should ensure good hierarchical structure in the Civil Service towards fostering good communication and cordial relationship among employees or Civil Servants.

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