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## PUBLIC BUREAUCRACY AND PROCESSING OF COMMERCIAL CONSTRUCTION PERMITS IN KIAMBU COUNTY, KENYA

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### ABSTRACT

The purpose of this research is to survey the effect of public bureaucracy on the issuance of commercial construction permits in the county. The objectives that guided the study were to assess the effects of bureaucratic procedures on the issuance of construction permits, assess the effects of bureaucratic structures on the issuance of commercial construction permits and to assess the effects of bureaucratic decision making on the issuance of commercial construction permits in Kiambu County. The study adopted a case study research design. The study targeted 19 staff working at the issuance of commercial construction permits. The study also targeted clients seeking services at the issuance of commercial construction permits in the county. On average, there are 212 clients seeking services at commercial construction permits per month. The sample size was 151 respondents. The study employed the use of purposive and systematic sampling to select clients who were participate in the study, choosing those who are in the final stages of the process, since they have the information needed concerning the entire process.



Interviews and semi-structured questionnaires were utilized in data collection. The study mainly collected quantitative data and therefore quantitative analysis methods were adopted. Descriptive statistics (mean, percentages, frequencies, standard deviation), as well as inferential statistics (regression model), were adopted to scrutinize the data. The regression model was utilized to determine a significant difference between public bureaucracy and the issuance of commercial construction permits at the 0.05 significance level. The study findings showed that there was a significant association between bureaucratic procedures and issuance of commercial construction permits ( $\beta=0.168$ ,  $p\leq 0.05$ ); there was a significant association between bureaucratic structures and issuance of commercial construction permits ( $\beta=0.264$ ,  $p\leq 0.05$ ); there was a significant association between bureaucratic decision making and issuance of commercial construction permits ( $\beta=0.229$ ,  $p\leq 0.05$ ). Based on the study findings the study recommended that the department of commercial construction permits and issuance unit need to move with speed to undo the bureaucratic procedures so that bureaucratic procedures are formalized, documented and institutionalized for efficient, effective and timely of issuance of commercial construction permits service delivery. organization structural reforms as well as complete devolution of issuance of commercial construction permit services is required to align the structure to the needs of the county residents in order to boost coordination of communication, decision making and actions within and outside the permits department for effective, efficient and timely service delivery to the citizens.

**Key Words:** *Bureaucratic Procedures, Bureaucratic Structures, Bureaucratic Decision Making, Construction Permits processing*

## BACKGROUND OF THE STUDY

Organizations all over the world are confronted with the difficulties of consumer loyalty and maintenance of clients in government divisions, which require the use of the arrangement of the executives' standards to stay in business (Anwaruddin, 2014). As indicated by Snyder (2013), the prime motivation behind the government is to give resident assistance. General society is considered as the nearest client of taxpayer-supported organizations and items. Racino (2015) portrays public assistance as the usage and execution of all administration strategies and projects. As indicated by Anwaruddin (2014) public help might be characterized as all exercises conveyed by the government to satisfy those necessities that society needs to experience life. According to Asaju, Adagba, and Anyio (2013) service implies intangible and tangible goods and services delivered by the government to advance the citizenry well-being. According to Carlson, Lamalle, Fustukian, Katy, Sibbons, and Sondorp (2015), conceptualized administration conveyance as the connection between strategy creators, specialist co-ops, and needy individuals. As indicated by them, it incorporates organizations and their subsidiary structures that are commonly seen as a state commitment. These join social organizations (basic guidance and essential prosperity organizations), establishment (water, cleansing, roads, and expansions), and organizations that advance individual security (value, and police).

As demonstrated by Alornyeku (2011) public association is such a proper association with the properties of the division of work, rules and rules, the chain of significance of intensity, lack of concern of social associations, standard methods characterizing each activity, and specialized ability, and so forth. The substance of policy management is to allow tremendous relationship to be directed, to attain adequacy, and be more receptive to the persons. Toward the day's end, policy implementation is the coordination of various leveled practices for the effective, beneficial, and reasonable game plan of organizations by open affiliations. From a logical point of view, when organization foundations neglect to meet the desires for customers in administration conveyance, the current impacts bring about genuine outcomes on the political,



social, and financial development of a state (Alornyeku, 2011). Worldwide, governments and countries have framed public establishments and associations to react to convey administrations to the residents. These establishments should be enabled to work successfully and productively. As per UNISDR (2015), the strengthening of issuance of business development licenses helps in dynamic, coordination; expedient conveyance of administrations, duty, and obligation. Despite every one of these endeavors, there have been expanding worries about the deferrals or disappointment of issuance of business development grants from the administrations in both created and creating nations. Throughout the long term, the public administrations at government and levels of state lost the incentive on which persons were built up. It was post-freedom formative difficulties of nations that gave the organization a larger number of jobs other than its underlying parts for which it was made (Fajonyomi, 2018). The deserting of the rule for enlistment into public help unintentionally opened the doors of section into the administration for uncouth people. This to an enormous degree influences the exhibition of organization in the zone of strategy enunciation, execution, and assessment (Adeyemo and Osunyikanmi, 2019).

As indicated by Benivegna (2017), the residents neglect to get benefits adequately and opportune because of the administrative obstacles in concern offices. The organization has corrupted the administration picture contrarily in the eye of administration searchers because of the helpless assistance conveyance by numerous public foundations (Alornyeku, 2011). To turn away the negative picture and improve public assistance conveyance thus winning the public trust in an open area, governments and global bodies have started basic and regulatory changes in the public organizations. For instance, in India, the organization began a public program that apparent the need to restrict or clear out any stipulation in the obligation structure. The program figures out who is responsible for what at different stages (Government of India, 2016). In Africa, the common help in creating social orders has been portrayed as degenerate, wasteful, and a major channel on the economy. This has been a significant worry to the researcher, strategy producers, and social observers also. Regardless of all estimates set up to capture the presentation disappointment, the administration, it appears, has resisted all methodologies towards handling the issue of shortcoming and limit breakdown. Debasement or underground market organization keeps on thriving and other counter-profitable mentalities likewise keep on prospering. Subsequently, the exhibition of public officials will in general be drowsy, their quick rests delayed, and their requirement for management consistent. Evidence available indicates that the introduction of the community help with essentially all degrees of government and in extra-peaceful divisions in making social requests has continued astonishing, consequently the current situation with under-development (Jike, 2013, Adebayo, 2011 and Okafor, 2015).

The common help has lost its ethos of secrecy, lack of bias, and security in residency, an establishment wherein moral has arrived at its nadir, where extreme alert, excessive regulatory practice and endless deferrals have become the brand names. The foundation is impenetrable to vigorous change and has developed the object of predictable community responses. The current situation in the common assistance creates the impression that the factors answerable for lackluster showing in creating social orders have not been managed thus the difficulty waits. This is in concurrence with the perspective on Akhakpe (2014) that one of the concerns with public assistance transport in Nigeria subsequently the attainment of statehood is that of profitable use of community resources for help public product. Is conspicuous that organization transport results have continued unsatisfactory or disproportionate in nations with decently high financial improvement rates, expanded money related streams, and improved specialized and authoritative limit. Kenya has attempted in improving her public help conveyance to her residents throughout the long term. For example, in 2013 the administration built up resident administration contracts as essential help conveyance directs openly administration conveyance the nation over in all services, offices, and government organizations. The administration sanctions were



intended to permit the customers to acknowledge who is reliable and what time the organization could be gotten. Between the years 2014 and 2017, the organization of Kenya normalized results-based organization in the public help through the Results for Kenya Program.

In 2019, the quick outcomes activity approach was dispatched in different services (Hope, 2012). In the years 2013-2017, a medium-term plan was created as a prerequisite of Kenya Vision 2030 to change the public area. It is out of this arrangement, organization of result-based administration openly administration, preparing, limit building and Huduma focuses have been started (Government of Kenya, 2013). As a means of improving service delivery to the public and guaranteeing the county governments are capacitated to convey on their capacities, specialized help has been given to operationalize public assistance in provinces. The public government gave up (backed) 63,600 prepared community workers (civil servants) to the districts to aid public assistance conveyance. The backing of community workers to districts expected to improve the limit of the regional government to convey benefits proficiently, viably, and ideal. Before diving into the impacts of public administration, it is critical to evaluate a portion of the fundamental attributes under the regulatory cycle with regards to the issuance of commercial construction permits in Kiambu County. They are three of them that include procedures, decision making, and policy design.

### **STATEMENT OF THE PROBLEM**

Efficient, responsive, and prompt service delivery is a presently unmistakable plan of most nations. Individuals can't get simple admittance to public administrations on the off chance that they don't think about conventions and different prerequisites regarding getting public administrations ahead of time. Educated residents can appropriately look for administration satisfying the duties in their side. Administration conveyance can be seen from two points of view; one from a specialist organization's viewpoint and another from the administration searcher's point of view (Tamrakar, 2010). Besides, the absence of data and complex guidelines with various leveled specialists could be further hindrances to residents/clients in managing taxpayer-supported organizations. This makes the disappointment, disappointment among residents toward the government. The developing disappointment with the presentation of the public part in conveying merchandise and enterprises has zeroed in consideration on ways, which doesn't improve the nature of administration conveyance by the public segment. Improving conveyance of public administrations implies changing the lopsided characteristics of administrations to all degrees of society; upgrading government assistance, value, and effectiveness (Mitulla, 2016).

Notwithstanding the changes in the public area, residents in various events have scrutinized the nature of administration conveyance and the regulatory culture that controls the conveyance of public administrations. Mutavi (2017) reports that there are deferrals and disappointments to get the necessary administrations on schedule. Measurements from late examinations keep on indicating public disappointment with public help conveyance regardless of the apparent multitude of changes around administration in the public division. As indicated by Mitulla (2016), 53% of Kenyans are disappointed with public assistance conveyance at areas. Then again, Wangari (2014) brings up that regardless of the expectations of public help conveyance at provinces the general population has transformed into showings in a few areas guaranteeing disappointment of administration conveyance. As indicated by The Economic Report on Africa (2014), the situation in administration conveyance is accused of the current substantial regulatory culture, regulatory principles, and guidelines that have influenced the simplicity of conveyance and getting basic fundamental public administrations. It is against this background then this study seeks to examine the effects of public bureaucracy on the issuance of commercial construction permits in Kiambu County.



## RESEARCH OBJECTIVES

- i. To assess the effects of bureaucratic procedures on the issuance of construction permits in Kiambu County
- ii. To examine the effects of bureaucratic structures on the issuance of commercial construction permits in Kiambu County.
- iii. To determine the effects of bureaucratic decision making on the issuance of commercial construction permits in Kiambu County.

## EMPIRICAL LITERATURE REVIEW

Ajibade (2016) studied service delivery and public bureaucracy in Nigeria: the Neo-Weberian explanation. The findings reveal that there is a significant association between public bureaucracy and service delivery in Ogun State; and there are challenges to effective delivery of service by Ogun State Ministry of Education. Most of the participants opined those bureaucratic processes at the Ministry of Education impact negatively service delivery as measured by productivity and efficiency. The study has highlighted the link between public bureaucracy and service delivery. Riggio (2010) posts that bureaucracy can also hinder progress in an organization. Bureaucracy can be counterproductive. He adds that bureaucracy is about rules but not results. At the point when little leaning individuals hold fast carefully to the administrative code, without basic investigation, without considering the more extensive ramifications, and disregarding the superseding mission and objectives of the organization, it can slaughter the association.

Alornyeku (2011) investigated the influence of bureaucracy on delivery of public service in Kumasi Metropolitan Assembly. The study uncovered among others that although there is an away from of division of work, offices need specialized hardware to viably arrange their exercises, along these lines bringing about postponements in meeting the desire for customers. Likewise, there was a mind-boggling consent to the way that the Assembly's low efficiency, because of unreasonable administration could adversely affect the exhibition of the local government. The investigation closed by prescribing that KMA ought to be made to experience administrative changes and offer its staff customary preparing programs on client care and fulfillment. It is likewise to give sufficient workplaces to improve administration conveyance. Kenyatta (2013) admits that bureaucracy had bred to inefficiency, corruption, wasted time, and costs billions of shillings.

According to Cook (2016), SOPs must be recorded as a hard copy and followed. Unwritten orders are hard to learn, recall, and apply. Standard working strategies must be followed. SOPs are successful just if they are utilized. An SOP that the administration doesn't uphold is certainly not a genuine SOP and ought to be killed. Pioneers characterize themselves by what they implement. The point here is that employees of the county government must have the power and ability to decide what permits to process, when to do so, and at what speed. Therefore, it is incumbent upon these specific officers of the county to ensure they do not provide favors and related issues when they arise bearing in mind they are ever there daily. Authority refers to exercising the powers that govern operations such as bureaucratic structures and ethical codes of conduct. It is a requirement that must always be adhered to at all times. Omweri (2018) studied the influence of bureaucratic culture in the conveyance of firefighting administrations in Nyamira County. The examination uncovered that the current hierarchical structure at the County government hinders administration conveyance. Additionally, the investigation saw that there are acceptable regulatory structures overseeing firefighting administrations at the district. Further, the investigation indicated that the district had guidelines for working techniques. The examination finished up by suggesting that the province should seek after important authoritative basic changes.



Rogger and Rasul (2013) found that administration rehearses identified with self-rule altogether increment venture finish rates and undertaking quality; the board rehearses identified with execution-based impetuses essentially decline venture consummation rates and task quality. The investigation at that point reported how the effects of independence change by venture and authoritative qualities; regardless of whether the negative effects of execution-related administration rehearse are driven by issues identified with venture multifaceted nature/performing various tasks, and officials working under numerous administrators. At last, the examination gave proof on how each element of the executives practice interactions with administrator attributes, for example, their residency, natural inspiration, and impression of authoritative defilement. The discoveries of the examination gave proof to evaluate the expected additions to public assistance conveyance emerging from public organization changes and how affable help administrators are overseen. Yare and Jamal (2018) uncovered among others that yet however there is an away from of division of work, offices need specialized gear to viably facilitate their exercises, accordingly bringing about postponements in meeting the desire for customers. What's more, there was an overwhelming consent to the way that the Banadir district's low efficiency, because of the unreasonable organization could adversely impact on the exhibition of the local government and government.

Adu-Gyamfi (2015) laments that bureaucracy is responsible for lack of creativity, initiative, as well as innovation in delivery of service to the public in public organization and offices, for example, Ghana instruction administration, division of birth and demise library and land title vault because of exorbitant adherence to set down principles, guidelines systems and strategies delay in administration conveyance to clients by open organizations, for example, customs extract and preventive administrations; centralization of vital venture administration by open officials and the unbending nature and firmness of working-class local officials prompting abuse of the purchaser in administration conveyance. The examination contended that public administration because of the rise of self-pride and ceremony rather than cooperation at the public offices subsequently imperiling public help conveyance. Adebayo (2017) noticed that rather the presence of such operational standards, guidelines, and strategies has given space for an inflexible organization and regulatory practices in the Nigerian Public Service accordingly foiling the accomplishment of the government's formative goals and taking care of the rise circumstances. Organization and inflexible managerial systems have additionally made debasement more endemic in Nigeria. Therefore, this regulatory cycle and methodology in Nigeria have pulled in far-reaching analysis for being the worst thing about Nigeria's difficult helpless assistance conveyance particularly the crisis administrations. This has thus downsized the pace of crisis administration conveyance fundamentally. The study aids to understand that public bureaucracy has thwarted the achievement of the government's developmental objectives.

Fatile, Olojede, and Adejuwon (2015) focused on Techno-Bureaucratic Governance and delivery of service to the public: Nigeria and Indonesia in Perspectives. Using a subjective methodology, the paper noticed that techno-regulatory philosophy esteems specialized ability itself and its specialized specialists, productivity, monetary turn of events, and compelling public assistance conveyance. Receiving near the viewpoint, the paper looks at techno-regulatory administration and public help conveyance in Indonesia and Nigeria. The paper takes note that the techno-crazy supported by the Indonesia's new order in was strong and powerful due to its specialized ability and has aided Indonesia to transform oil pay into beneficial speculations, while in Nigeria the oil pay was utilized for esteemed undertakings to the impairment of gainful ventures. It reasons that for public assistance to convey powerful administrations, a proficient organization and technocracy stay important. The examination subsequently contends that creating social orders needs another system in conveyance administrations in their public help, and this can be accomplished through talented experts, technocrats, and information-based entertainers.



Alvinus (2012) noticed that numerous principles that administer the administrative association can be legitimately counterproductive. Unbending regulatory principles and guidelines are inadequate and block when quick, time-delicate activity is required. The examination further calls attention to that exacting adherence to rules, guidelines and systems make the standards an end. The association structures will in general become method situated as opposed to objective arranged. Individuals are taken a gander at based on how well they keep the guidelines and not the outcomes (administration conveyance). The principles may, at that point, become the goals and destinations may get auxiliary. The examination has featured the connection between open administration and administration conveyance. Aliyu and Idris (2016) state that nations have kept on encountering backwardness in their conveyance of basic and essential public administrations because of regulatory bottlenecks that regularly describe the usage of government approaches, rules, and guidelines, projects, and ventures. This influences the productivity of administration conveyance particularly in the conveyance of fiasco administrations, for example, firefighting administrations. The study has highlighted the link between public bureaucracy and service delivery.

A study by Fred (2018) indicated that the current organizational structure of county governments in Kenya characterized by high-level bureaucratic decision making impedes service delivery on many levels and issuance of construction permits is one of them. A study by Hope (2013) indicates that state bureaucracy in Kenya has been underperforming with delivery of service to the public failing in its objective of serving the interests of the public. It is the reason there are plans to overhaul state bureaucracy in an effort of transforming it for better outcomes. Therefore, the issuance of construction permits is also affected by bureaucratic decision making that impedes proper service delivery. A study by Igbokwe-Ibeto (2019) sought to examine the association between public administration and African bureaucracy and its impediments and prospects. The findings indicated that African bureaucracy was losing its significance and ability to provide the much-needed intellectual leadership to public administrators. Moreover, it was evident that Bureaucrats in the field rely too much on the discretion that often does not sit well with the people and result in poor service delivery (Igbokwe-Ibeto, 2019).

Musonda (2016) zeroed in on organization and the difficulties of coordination in administration conveyance: a relative investigation of Kabulonga and Kamanga grade schools in Lusaka City, 2010-2014. Among the significant discoveries was that the school's areas or conditions majorly affect how they work. For example, Kabulonga performed better than Kamanga because the last is in a territory where larger parts are low acquiring helpless family units. Further, inside, the capacity of Kabulonga to design in a drawn-out way empowered the school to coordinate assets with explicit needs, something Kamanga didn't do. Moreover, the roads utilized for correspondence in the area have helpless data criticism systems. The investigation along these lines suggested that the administration ought to disseminate assets to schools with an implication of giving extra money related ringers out to those schools working in neediness-stricken territories since such schools can't discover different methods for endurance.

## THEORETICAL FRAMEWORK

This study was anchored on public choice theory and bureaucratic theory as described as follows. The Bureaucratic Theory was developed by Max Weber (1947). Weber's hypothesis of administrative administration has two basic components. To begin with, it involves organizing an association into a chain of command. Furthermore, the association and its individuals are represented by plainly characterized reasonable - legitimate dynamic guidelines. Every component encourages an association to accomplish its objectives and a definitive objective is a productivity and adequacy in



administration conveyance. To accomplish this extreme objective Weber built up the standards of organization: the formal arrangement of association and organization intended to guarantee productivity and viability; specialization helps laborers in turning out to be specialists in their business to expand effectiveness; an administrative progressive system for empowering better correspondence; formal determination in putting right people on right positions for ideal usage of HR; vocation direction in recruiting of vocation experts to guarantee the presentation of relegated obligations without respect for incidental weights, formal principles and guidelines for consistency in worker conduct and simple administration and proficiency; generic quality standards and different controls are indifferent and consistently applied in all cases so endeavor doesn't endure when a few people leave it (Mahfooz,2017). Max Weber depicted the organization as a game plan of an association where to achieve capability; an affiliation's exercises for the attainment of outcomes are directed by set down standards, guidelines, methods, and actions. It is the place prominence is determined to genuine practical organization, data, capacity, and experience as the principles for decision into affiliations. Places that are dynamically formed are constrained by data, ability, aptitudes, and experience. Prizes and headways are allowed on merit.

The administration hypothesis depends on severe standards and master authority direction which Weber accepted would improve the proficiency of the association's presentation. The administrative arrangement of the executives demoralizes biasness and makes the expected set of responsibilities extremely obvious to everybody in the authoritative order. Weber accepted that it's through administration the association can be proficient in administration conveyance. The standards of Max Weber's regulatory administration hypothesis focus on proficiency, adequacy, and ideal service delivery short of confusion arising from uncoordinated service delivery. The Public Choice Theory on the other hand was advanced by Parson (1999). The hypothesis started as an investigation of the expanding politicization of the devices of government and oneself serving propensities of administrations in present-day State (Parson, 1999). A nearby glance at the elements of this hypothesis uncovers its many-sided connect with those essential financial rules that spur men in the public arena. It vouches for the case that legislators and officials regularly don't act philanthropically. The public decision hypothesis is found from the idea of sane decision, which applies the standards of neo-old style financial aspects to political conduct (Howlett and Ramesh, 2013). The center thought is that individuals treat political decisions much equivalent to financial decisions by substitute in a manner to amplify their circumstances. The hypothesis assumes procedural independence, which expects that entertainers work based on personal circumstances, with soundness (valuation of inclinations, complete data about other options and outcomes), consistence with essential lawfulness, and receive utility boosting systems. The public decision hypothesis is relevant to support conveyance in the public segment because the officials and the technocrats ought to convey administrations required by the individuals.

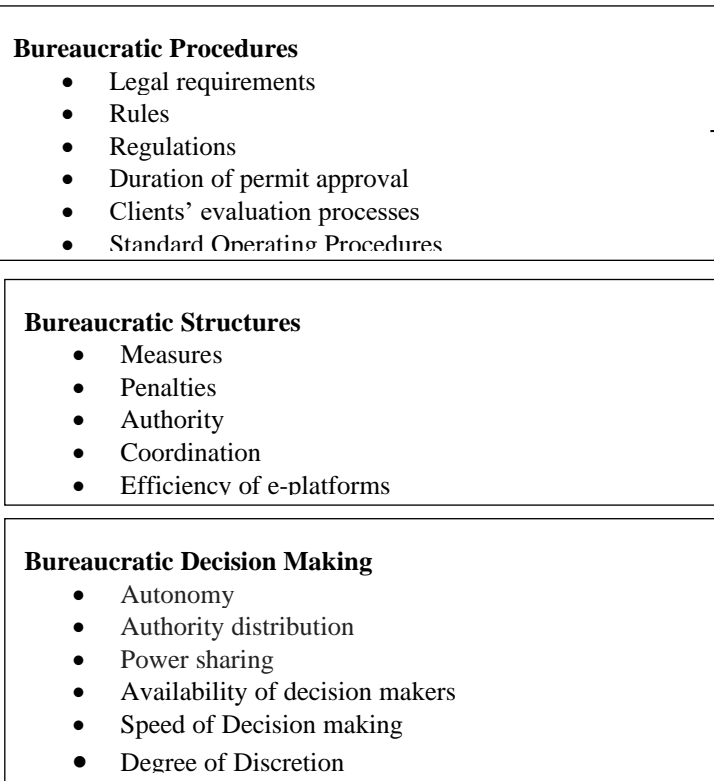




## CONCEPTUAL FRAMEWORK

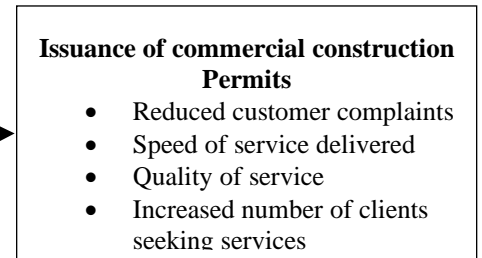
### Independent Variable

#### Public Bureaucracy



### Dependent Variable

#### Issuance of Commercial Construction Permits



**Figure 1: Conceptual Framework**

## RESEARCH METHODOLOGY

The study adopted a descriptive research design. The target population were the staff working at the department which deals with issuance of commercial construction permits in Kiambu County in Kenya who are 19 in total. Additionally, clients seeking services at the issuance of commercial construction permits in the county were also targeted. A total of 212 clients were targeted which is an average number per month (Kiambu County, 2020). To determine the sample size, the study adopted Fischer *et al.* (2011) formula which arrived at 151 respondents who were stratified based on either clients or staff. However, all the 19 staff were sampled. The data collection instrument was a structured questionnaire which was used to collect quantitative data. The data collected was analyzed through Statistical Package for Social Sciences version 20. Both Descriptive (percentages, mean, frequencies, as well as standard deviation), as well as inferential statistics (regression model) were employed to analyse the data. The multiple regression model adopted was of the following general:



$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Y = Represents the dependent variable (issuance of commercial construction permits) ;  $\alpha$ - the constant of equation (represents the changes that cannot be explained by independent variables in the model) ;  $\beta_1, \beta_2,$  and  $\beta_3$  are the coefficients of independent variables ;  $X_1$  Represent Bureaucratic Procedures ;  $X_2$  Represents Bureaucratic Structures ;  $X_3$  Represents Bureaucratic decision making ;  $\epsilon$ - error term

## RESEARCH FINDINGS AND DISCUSSION

### RESPONDENT’S BACKGROUND INFORMATION

The study targeted 151 respondents out of which 128 responded. Out of the number, 70 (55%) of the participants were male while 58 (45%) of the respondents were female. This study concurs with Hollenbach (2014) who indicated that cross-culturally many societies have excluded women from many of the occupations since majority of the respondents were male. It was also established that majority of the respondents, 52 (40.6%) were in the age bracket of between 31 to 40 years while few, 12.5%, were in the age bracket between 41 to 50 years. In addition, it was established that up to 2% of the respondents had primary certificate as their highest academic level, 5% secondary certificate, 33% tertiary college and 51% had an under graduate degree to infer that most of the respondents were literate. In terms of work experience, it was documented that majority of the respondents, 67 (43.2%) had worked in the county department for more than 5 years while 57 (36.8%) had worked for a period between 3 to 5 years. This demonstrates that they had a high institutional knowledge.

### Description of Bureaucratic Procedures

The first study objective was to examine the effects of bureaucratic procedures on issuance of construction permits. The study sought to rate the process of a client making an application for a construction permit and the results are indicated in Table 1.

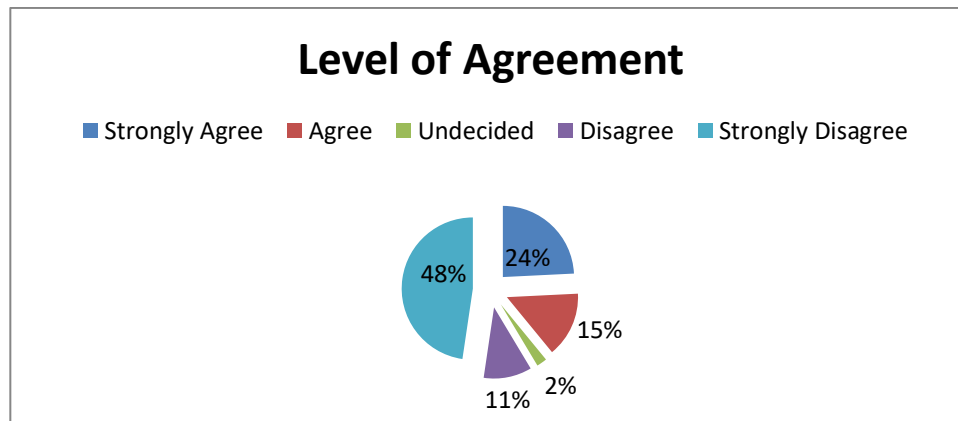
**Table 1. Rating on the process of a client making an application for a construction permit**

Level	Frequency	Percentage
Very Satisfied	31	24.2
Satisfied	79	61.7
Neither satisfied or dissatisfied	12	9.4
Dissatisfied	6	4.7
Very Dissatisfied	0	0.0
<b>Total</b>	<b>128</b>	<b>100</b>

As shown in table 1, the outcomes of the investigation revealed as follows; 31 (24.2%) were very satisfied with the process of a client making an application for a construction permit, 79 (61.7%) satisfied with the process of a client making an application for a construction permit, 12 (9.4%) were neither satisfied nor dissatisfied with the process of a client making an application for a construction permit, 6(4.7%) were dissatisfied with the process of a client making an application for a construction permit. From the outcomes of the investigation, it’s evident that the most of the participants 61.7% were satisfied with the process of a client making an application for a construction permit while only 4.7% were

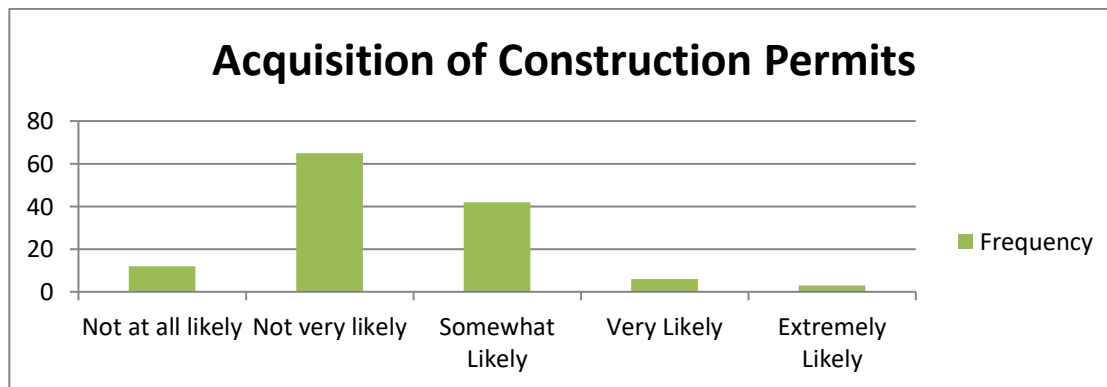


dissatisfied with the process of client making an application for a construction permit. The study also rated the extent to which construction permits in the county are processed in time and the results are presented in Figure 2.



**Figure 2 Construction permits in the county are processed in time**

The outcomes of the investigation revealed as follows; 48% of the respondents strongly disagreed that construction permits in the county are processed in time, 11% disagreed that construction permits in the county are processed in time, 2% neither agreed nor disagreed that construction permits in the county are processed in time, 15% agreed that construction permits in the county are processed in time and 24% strongly agreed that construction permits in the county are processed in time. From the study findings we can infer that the most of the participants 48% strongly disagreed that construction permits in the county are processed in time while the minority 2% neither agreed nor disagreed that construction permits in the county are processed in time. Additionally, the study probed how likely it was that the procedures in place at the county facilitate easily acquisition of construction permits and the results are presented in Figure 3.



**Figure 3 Likelihood for Acquisition of Construction Permits**

The outcomes of the investigation shown in Figure 3 reveals as follows; 9.4% not at all likely that the procedures in place at the county facilitate easily acquisition of construction permits, 50.8% not very likely that the procedures in place at the county facilitate easily acquisition of construction permits, 32.8% somewhat likely that the procedures in place at the



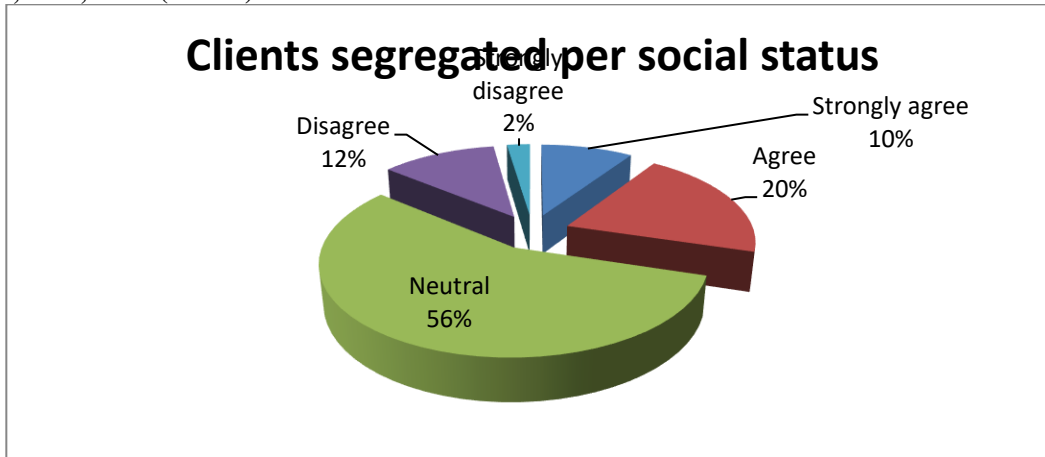
county facilitate easily acquisition of construction permits, 4.7% very likely that the procedures in place at the county facilitate easily acquisition of construction permits and 2.3 extremely likely that the procedures in place at the county facilitate easily acquisition of construction permits. From the outcomes of the investigation, we can imply that the most of the respondent 50.8% said that it was not very likely that the procedures in place at the county facilitate easily acquisition of construction permits. The study also rated their level of satisfaction with the queues experienced in the process of acquiring commercial construction permits and the results are presented in Table 2.

**Table 2 Satisfaction with the queues experienced**

Level of Satisfaction	Frequency	Percentage
Very Satisfied	31	25.0
Satisfied	61	49.2
Neither satisfied nor dissatisfied	15	12.1
Dissatisfied	14	11.3
Very dissatisfied	3	2.4
<b>Total</b>	<b>124</b>	<b>100</b>

As shown in table 2 the study findings revealed as follows; 31(25%) were very satisfied with the queues experienced in the process of acquiring commercial construction permits, 61(49.2%) were satisfied with the queues experienced in the process of acquiring commercial construction permits, 15(12.1%) neither satisfied nor dissatisfied, 14 (11.3%) were dissatisfied with the queues experienced in the process of acquiring commercial construction permits, 3 (2.4%) were very dissatisfied with the queues experienced in the process of acquiring commercial construction permits. From the outcomes of the investigation, we can infer that the most of the participants 49.2% were satisfied with the queues experienced in the process of acquiring commercial construction permits. Furthermore, the respondents were probed to give their views on the statement that clients seeking issuance of construction permits are segregated per social status. Clients seeking construction permits are segregated by social status because a construction permit depends on the kind and complexity of the work, the completeness of the application and the staff workload at the time of the utility. The outcomes of the investigation are presented in Figure 4.

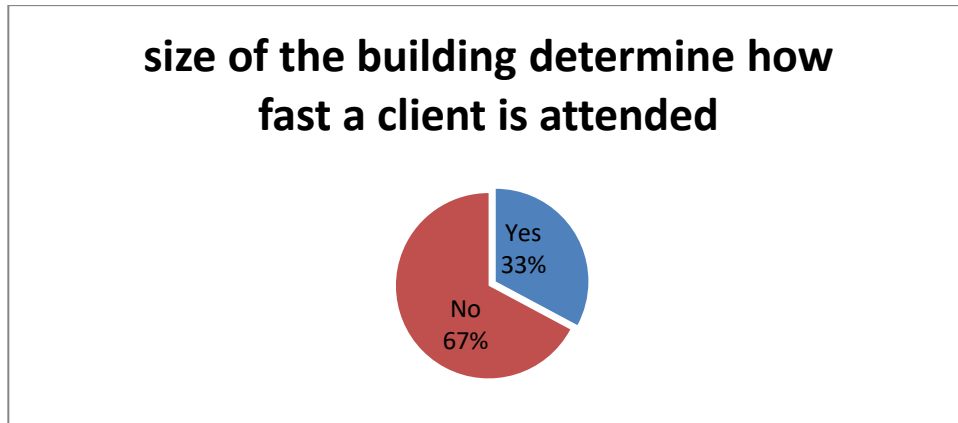




**Figure 4 Clients seeking issuance of construction permits are segregated per social status**

As shown in Figure 4, the outcomes of the investigation are as follows; 2% strongly disagreed that clients seeking issuance of construction permits are segregated per social status, 10% strongly agreed that clients seeking issuance of construction permits are segregated per social status, 28% agreed that clients seeking issuance of construction permits are segregated per social status, 9% were neutral that clients seeking issuance of construction permits are segregated per social status, 51% disagreed that clients seeking issuance of construction permits are segregated per social status. From the outcomes of the investigation, we can infer that the most of the participants 51% disagreed that clients seeking issuance of construction permits are segregated per social status while 2% strongly disagreed. This offers the implication that the clients seeking issuance of construction permits are not segregated per social status. In addition, the researcher sought responses on whether the size of the building determines how fast a client is attended to. Size of the building determines whether clients are residential or commercial and this determines the number of procedures and requirements required and hence how fast the client will be cleared. The outcomes of the investigation are as shown in figure 5.





**Figure 5 Size of the building determine how fast a client is attended to**

The outcomes of the investigation shown in figure 5 revealed that 67% of the respondents disagreed that the size of the building determines how fast a client is attended to while 33% agreed that the size of the building determines how fast a client is attended to. This finding reveals that the most 67% indicated that the size of the building does not determine how fast a client is attended to. The respondents were also probed to rank the responses on how they think clients visiting physical planning are happy with the way they are attended to. The outcomes of the investigation are as shown in table 3.

**Table 3 Clients visiting physical planning are happy with the way they are attended to**

Response	Frequency	Percentage
Very Happy	25	19.5
Happy	67	52.3
Not Happy	31	24.2
Very Unhappy	5	3.9
<b>Total</b>	<b>128</b>	<b>100</b>

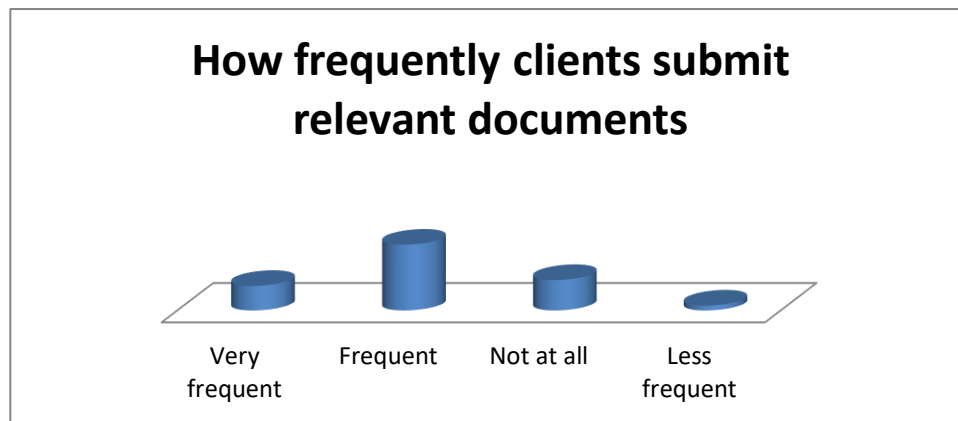
The outcomes of the investigation in table 3 reveals that 25 (19.5%) of the clients are very happy, 67(52.3%) are happy, 31 (24.2%) are not happy and 5 (3.9%) are very unhappy. From the study findings we can infer that the most of the participants 52.3% agreed that clients visiting physical planning are happy with the way they are attended to while only 3.9% were very unhappy with the way they are attended to. Furthermore, respondents were probed to state whether they agree or disagree on the statement that clients visiting the physical planning offices are given responses in due time. The outcomes of the investigation are as shown in 4.



**Table 4 Clients visiting the physical planning offices are given responses in due time**

Question	Yes	No
Clients visiting the physical planning offices are given responses in due time	96 (75%)	32 (25%)

The outcomes of the investigation shown in table 4 revealed that 96 (75%) of the participants agreed that the clients visiting the physical planning offices are given responses in due time while 32 (25%) disagreed that the clients visiting the physical planning offices are not given responses in due time. The frequency on how clients submit relevant documents enables determine the level of workload, the level of integrity in the department and the number of clients who adhere to the laid down procedures. The study responses on how frequently the clients submit relevant documents and only to be told to go for other documents that they had not been told to submit were as shown in figure 6.



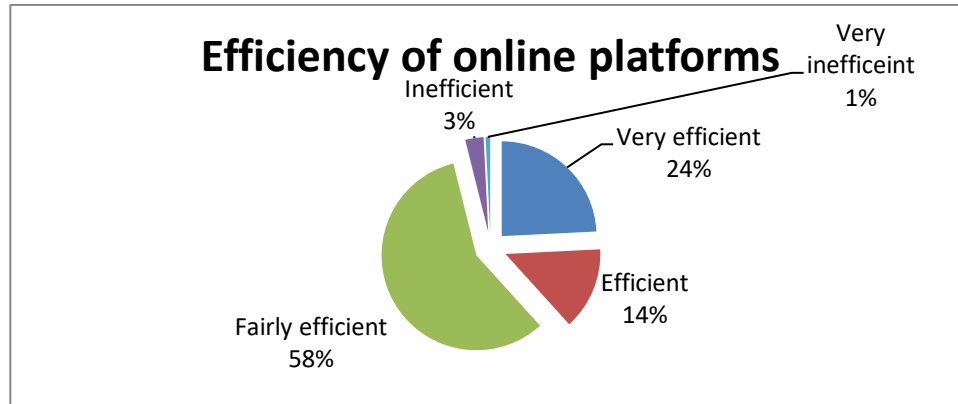
**Figure 6 How Frequently Clients Submit Relevant Documents**

The outcomes of the investigation on how frequently clients submit relevant documents as shown in figure 6 are as follows; 19.5% very frequent, 52.3% frequent, 24.2% not at all and 3.9% less frequent. From the outcomes of the investigation, we can infer that the most 52.3% indicated that clients submit relevant documents and only to be told to go for other documents that they had not been told to submit. In this first objective, the research expected to investigate the effects of bureaucratic procedures on issuance of construction permits, the findings indicated that bureaucratic procedures exist, are adhered to and this may have enhanced the issuance of construction permits. These findings were supported by Rasul and Rogger (2013) who indicated that management practices count: a one trendy deviation boom in bureaucrat’s autonomy appreciably will increase assignment finishing touch costs via 18%; a one fashionable deviation growth in practices related to incentives/tracking of bureaucrats considerably lowers challenge of entirety rates by 14%. One of the key informants noted that;

*“Rules and regulations guiding the delivery of firefighting services are meant to enhance issuance of construction permit services. Good rules and regulation minimize confusion in delivery of issuance of construction permits departments. However, rules and regulations should not be the end but means to end. The end product should be satisfactory service. Strict adherence to rules and regulations leads to delay in issuance of construction permits”*



This finding concurs with Max Weber bureaucratic management theory (Weber, 1947) that rules and regulations are critical in any organization for effective and efficient service delivery and need to be observed however, the findings differ with Weber bureaucratic management theory on the strict adherence of rules. Also, this study agrees with Hashi (2016) report where 81.3 per cent of his respondents agreed that rules and regulations enhance service delivery. The study participants were asked to rate the efficiency of online platforms used in making applications for construction permits as shown in Figure 7.



**Figure 7 Efficiency of online platforms used in applying for construction permits**

As shown in figure 7, 58% of the respondents said the online platforms used in making applications for construction permits are fairly efficient, 14% efficient, 24% very efficient, 1% very in efficient and 3% inefficient. From the outcomes of the investigation, we can infer that the most of the participants 58% agreed that the online platforms used in making applications for construction permits are fairly efficient. In addition, the respondents were probed to state the items that make clients prefer the online platforms used in seeking construction permits and the results are as indicated in Table 5.

**Table 5 Clients prefer the online platforms used in seeking construction permits**

Item	Frequency	Percentage
Ease of use	25	19.5
Ease of service	67	52.3
Long Queues	31	24.2
Time taken	5	3.9
<b>Total</b>	<b>128</b>	<b>100</b>

As shown in table 5, 25 (19.5%) of the respondents prefer the online platforms due to ease of use, 67 (52.3%) ease of service, 31 (24.2%) long queues and 5 (3.9%) time taken. From the outcomes of the investigation, we can infer that most of the client’s 52.3% prefer online platforms used in seeking construction permits due to ease of service while only 3.9% prefer the online platform due to time taken. The respondents further rated the existence of appropriate persons and office structures that enhance the issuance of construction permits. The results are as shown in table 6.





**Table 6 Existence of appropriate persons and office structures**

Non-Existent	State of Existence			
0	25	50	75	100
0%	22%	55%	18%	5%

As shown in Table 6, the outcomes of the investigation are as follows; 22% rated the existence of appropriate persons and office structures at 25, 55% at 50, 18% at 75 and 5% at 100. From the outcomes of the investigation, we can infer that the most 55% rated the existence of appropriate persons and office structures that enhance the issuance of construction permits at 50. Most of the participants indicated that the county has put in place an online platform for the issuance of construction permits. Furthermore, the respondents were probed to indicate the extent to which clients are satisfied with the issuance of construction permits. The outcomes of the investigation are as shown in table 7.

**Table 7 Extent to which clients are satisfied with the issuance of construction permits**

Item	Frequency	Percentage
Very large extent	15	11.7
large extent	37	28.9
Moderate extent	73	57.0
Small extent	3	2.3

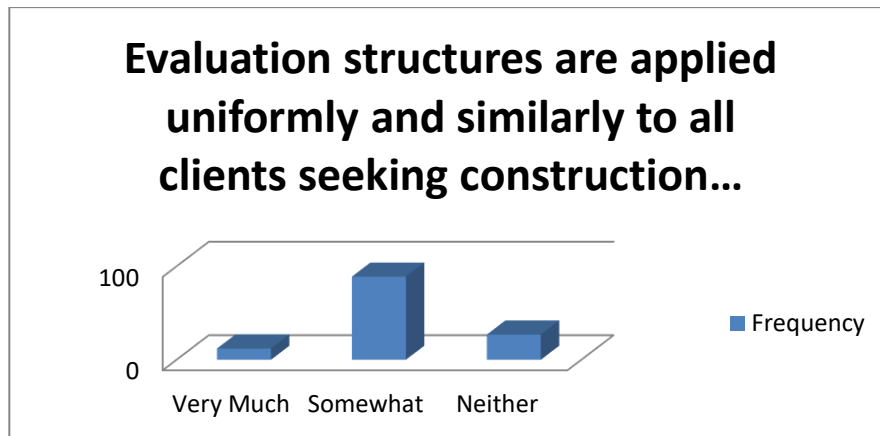
The study finding in table 7 reveals that 15 (11.7%) very large extent, 37 (28.9%) large extent, 73 (57%) moderate extent and 3 (2.3%) small extent. From the outcomes of the investigation, it's evident that the most 57% agreed to a moderate extent that the clients are satisfied with the issuance of construction permits. The respondents were further probed to state whether the structures to evaluate buildings and charge them depending on size were available. The study findings revealed are presented in Table 8.

**Table 8 Availability of Structures to evaluate buildings and charge them depending on size**

Available	Frequency	Percentage
Yes	82	64.1
No	46	35.9
<b>Total</b>	<b>128</b>	<b>100</b>

As shown in table 8, 82 (64.1%) of the respondents agreed that structures to evaluate buildings and charge them depending on size were available while 46(35.9%) disagreed that the structures to evaluate buildings and charge them depending on size were available. There was also the evaluation of whether evaluation structures are applied uniformly and similarly to all clients seeking construction permits. The outcomes of the investigation are presented in Figure 9.





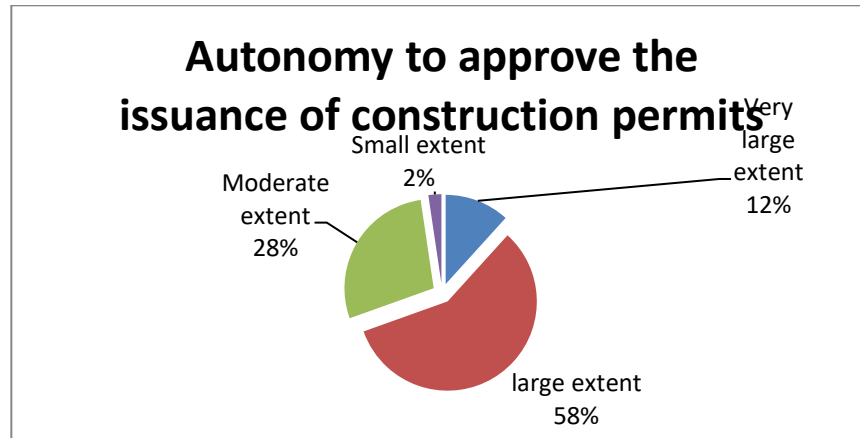
**Figure 9 Evaluation structures are applied uniformly and similarly to all clients seeking construction permits**

The study findings on the statement that evaluation structures are applied uniformly and similarly to all clients seeking construction permits are as follows; 12 (9.4%) very much, 89 (69.5%) somewhat and 27 (21.1%) neither. From the outcomes of the investigation, we can infer that the most of the participants 69.5% indicated that somewhat evaluation structures are applied uniformly and similarly to all clients seeking construction permits. In the second objective, the study found that bureaucratic structures affect the issuance of construction permits. In general, like most government entities, the county has adopted a bureaucratic structure with inherent weaknesses of overlooking human relationships among staff especially communication networks. This was supported by Fred (2018) who indicated that the current organizational structure of county governments in Kenya characterized by high-level bureaucratic decision making impedes service delivery on many levels and issuance of construction permits is one of them. Hope (2013) also indicated that state bureaucracy in Kenya has been underperforming with delivery of service to the public failing in its objective of serving the interests of the public. It is the reason there are plans to overhaul state bureaucracy in an effort of transforming it for better outcomes. Therefore, the issuance of construction permits is also affected by bureaucratic decision making that impedes proper service delivery.

Therefore, the study observes that, the existing organizational structure impedes service delivery hence both reforms and devolution of issuance of construction permits are perceived to be critical aspects in the county. A report by the Government of India (2016) confirms that in order to ensure effective management of issuance of construction permits, governments should restructure the hierarchical structures to facilitate better delivery of issuance of construction permit services. Max Weber bureaucratic theory acknowledges the importance of organization service for efficient and effective delivery of basic services. However, the findings in this study contradicts Max Weber bureaucratic management theory which emphasizes on bureaucratic organizational structure Bussell (2014) in his study cautions that a rigid bureaucratic command and bureaucratic control approach to emergency management generally leads to an ineffective emergency response.



The study respondents were probed to indicate the extent to which they agree with the statement that decision-makers have the autonomy to approve the issuance of construction permits. Autonomy in decision making reduces the amount of time used in processing construction permits since time wasted in consultations is eliminated. The outcomes of the investigation are as shown in Figure 10.



**Figure 9** Autonomy to approve the issuance of construction permits

The outcomes of the investigation in figure 9 revealed that 58.0% agreed to a large extent that decision-makers have the autonomy to approve the issuance of construction permits, 28% to a moderate extent that decision-makers have the autonomy to approve the issuance of construction permits, 2.0% to a small extent, and 12.0% to a very large extent that decision-makers have the autonomy to approve the issuance of construction permits. From the outcomes of the investigation, we can infer that most of the participants 58% to a large extent agreed that decision-makers have the autonomy to approve the issuance of construction permits. The respondents were further probed to state whether there is a delegation of the decision-making process to lower staff in the absence of the boss who approves the construction permits. The study findings are presented in Figure 10.

**Table 10** Delegation of the decision-making process to lower staff in the absence of the boss who approves the construction permits

Likelihood	Frequency	Percentage
Not at all likely	12	9.4
Not very likely	20	15.6
Somewhat Likely	22	17.2
Very Likely	71	55.5
Extremely Likely	3	2.3
<b>Total</b>	<b>128</b>	<b>100</b>

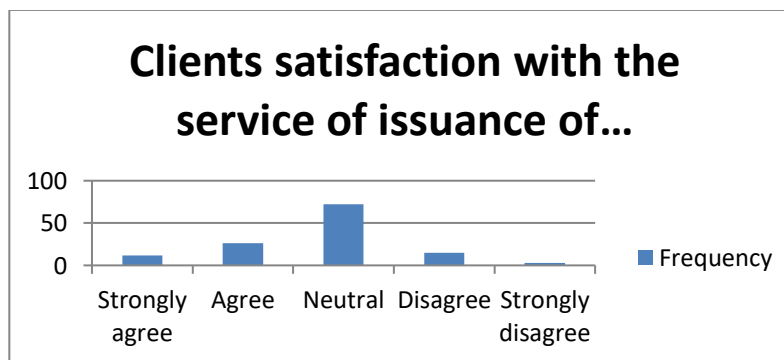


As shown in table 10, the outcomes of the investigation revealed that; 12 (9.4%) of the respondents they were not at all likely to delegate decision-making process to lower staff in the absence of the boss who approves the construction permits, 20 (15.6%) not very likely to delegate decision-making process to lower staff in the absence of the boss who approves the construction permits, 22 (17.2%) somewhat likely to delegate decision-making process to lower staff in the absence of the boss who approves the construction permits, 71 (55.5%) very likely to delegate decision-making process to lower staff in the absence of the boss who approves the construction permits and 3 (2.3%) extremely likely to delegate decision-making process to lower staff in the absence of the boss who approves the construction permits. From the study findings we can infer that the most 55.5% were very likely to delegate decision making process to lower staff in the absence of the boss who approves the construction permits. Furthermore, the respondents were probed to indicate whether there is a person who makes decisions all the time, such that all the time you get the required documents without delay. Existence of a decision maker all the time ensures that all the time clients get the required documents without delay. The outcomes of the investigation are presented in Table 11.

**Table 11 Existence of a decision maker all the time**

Available	Frequency	Percentage
Yes	49	38.3
No	79	61.7

As shown in table 11, 49 (38.3%) of the respondents agreed that there is a person who makes decisions all the time, such that all the time you get the required documents without delay while 79 (61.7%) disagreed that there is a person who makes decisions all the time, such that all the time you get the required documents without delay. From the study findings we can infer that the most 61.7% did not agree that there is a person who makes decisions all the time, such that all the time you get the required documents without delay. Most of the participants rated the speed of decision making on the issuance of construction permits as being fair. The participants were also probed to state the degree to which they agree with the statement that clients are satisfied with the service of issuance of construction permits. The outcomes of the investigation are as shown in Figure10.



**Figure 10 Clients are satisfied with the service of issuance of construction permits**



The respondents were probed to state their level of agreement with the statement that ‘clients are satisfied with the service of issuance of construction permits. The outcomes of the investigation revealed as follows; 9.4% strongly agreed with the statement that clients are satisfied with the service of issuance of construction permits, 20.3% agreed, 56.3% were neutral that is, they neither agreed nor disagreed with the statement that clients are satisfied with the service of issuance of construction permits, 11.7% disagreed with the statement that clients are satisfied with the service of issuance of construction permits and 2.3% strongly disagreed with the statement that clients are satisfied with the service of issuance of construction permits. From the study findings we can infer that the most of the participants 56.3% neither agreed nor disagreed that ‘clients are satisfied with the service of issuance of construction permits. The respondents also stated whether they are satisfied with the period taken to get a construction permit. The study findings are as shown in table 12.

**Table 12 Satisfied with the period taken to get a construction permit**

Level of Satisfaction	Frequency	Percentage
Very Satisfied	13	10.5
Satisfied	81	65.3
Neither satisfied nor dissatisfied	17	13.7
Dissatisfied	14	11.3
Very dissatisfied	3	2.4
<b>Total</b>	<b>128</b>	<b>100</b>

As shown in table 12, the outcomes of the investigation revealed that 13 (10.5%) were very satisfied with the period taken to get a construction permit, 81 (65.3%) satisfied with the period taken to get a construction permit, 17 (13.7%) neither satisfied nor dissatisfied with the period taken to get a construction permit, 14 (11.3%) were dissatisfied with the period taken to get a construction permit and 3 (2.4%) very dissatisfied with the period taken to get a construction permit. From the outcomes of the investigation, we can infer that the most of the participants 65.3% were satisfied with the period taken to get a construction permit while 2.4% who are the minority were very dissatisfied with the period taken to get a construction permit. The respondents were also probed to indicate the percentage increase in the number of clients served. The outcomes of the investigation are given in Table 13.

**Table 13 Number of clients served**

Percentage increase	Frequency	Percentage
0-20%	12	9.4
21-40%	20	15.6
41-60%	71	55.5
61-80%	22	17.2
Over 80%	3	2.3



The outcomes of the investigation shown in table 13 are as follows; 12 (9.4%) indicated a percentage increase of 0-20%, 20 (15.6%) indicated a percentage increase of 21-40%, 71 (55.5%) indicated a percentage increase of 41-60%, 22 (17.2%) indicated a percentage increase of 61-80% and 3 (2.3%) indicated a percentage increase of over 80%. From the outcomes of the investigation, we can infer that the most 55.5% indicated that the number of clients served had increase by 41-60%. Furthermore, the respondents were probed to state whether given the opportunity to change the amount of charged for the construction permit, what they would do. The outcomes of the investigation are as shown in Table 14.

**Table 14 Change in the amount charged for the construction permit**

Change	Frequency	Percentage
Increase	12	9.4
leave the way it is	27	21.1
Decrease	89	69.5
<b>Total</b>	<b>128</b>	<b>100</b>

Based on the outcomes of the investigation in table 14, the study findings are as follows; 12 (9.4%) of the respondents said they would increase the amount charged, 27 (21.1%) indicated that they would leave the way it is and 89 (69.5%) said that they would decrease the amount charged. From the study findings we can infer that the most 69.5% given the opportunity would decrease the amount charged for the construction permit. The participants were also asked to state whether the physical planning offices treat all clients equally regardless of their social status. The findings are presented in Table 15.

**Table 15 Physical planning offices treat all clients equally**

Response	Frequency	Percentage
Definitely	31	24.2
Probably	18	14.1
Probably not	74	57.8
Not sure	4	3.1
Definitely not	1	0.8
Total	128	100.0

The outcomes of the investigation as shown in table 15 reveals as follows; 31 (24.2%) of the respondents said that definitely physical planning officers treat all the clients equally, 18 (14.1%) probably, 74 (57.8%), 4 (3.1%) were not sure and 1 (0.8%) said definitely not. From the study findings we can infer that the most 57.8% probably treat all clients equally regardless of their social status.

### Multiple Regression Model Analysis

The study executed a multiple regression model test to approximate the associations between the study variables. The outcomes of the investigation were as tabularized in Table 16.



**Table 16 Model Summary**

R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.824 <sup>a</sup>	0.679	0.818	0.0818	96.979	0.000 <sup>b</sup>

The model showed that the simple correlation was 0.824 which shows a degree of correlation. The total variation (the R<sup>2</sup> of the study model was 0.679) in issuance of commercial construction permits in Kiambu County was 67.9% demonstrated that bureaucratic procedures explained the variation in issuance of permits to a tune of 67.9%. The model fitness was also assed and the results presented in Table 17.

**Table 17 ANOVA**

	Sum of Squares	df	Mean Square	F	Sig.
Residual	111.32	4	27.83	96.979	0.000b
Regression	9.232	123	0.08		
Total	120.552	127			

The linear regression’s F-test has the null hypothesis that the model explains zero variance in the issuance of commercial construction permits (F = 96.979, P = 0.000<sup>b</sup>). The F-test is highly substantial; thus, it is expected that the model enlightened a significant quantity of the variance in issuance of commercial construction permits. This offers the implication that the regression model was fit for the data and hence bureaucratic procedures, bureaucratic structures, and bureaucratic decision-making affect issuance of commercial construction permits in Kiambu County. The outcomes of the investigation further revealed that the model summary predicted issuance of commercial construction permits in Kiambu County significantly well (P ≤ 0.05). This designated the statistical implication of the multiple regression model that was tested and that general the multiple regression model statistically and significantly predicted the issuance of commercial construction permits in Kiambu County (that is, it was a good fit for the data). The regression coefficients were established and presented in Table 18.

**Table 18 Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	0.387	0.224		1.728	0.105
Bureaucratic procedures	0.168	0.026	0.319	6.462	0.000
Bureaucratic structures	0.264	0.024	0.534	11.000	0.000
Bureaucratic decision making	0.229	0.034	0.476	6.735	0.000



The regression equation generated for the study was as follows.

$$Y (\text{Issuance of commercial construction permits}) = 0.387 (\text{Constant}) + 0.168 (\text{Bureaucratic procedures}) + 0.264 (\text{Bureaucratic structures}) + 0.229 (\text{Bureaucratic decision making}) + 0.224 (\text{Std Error}).$$

From the regression equation, bureaucratic structures were the most important variable to issuance of commercial construction permits in Kiambu County contributing 26.4% to issuance of commercial construction permits in Kiambu County while bureaucratic procedures contributed 16.8%, and bureaucratic decision making contributed 22.9% to issuance of commercial construction permits in Kiambu County. The multiple regression equation additionally indicated that there was a noteworthy association between bureaucratic procedures and issuance of commercial construction permits ( $\beta = 0.168$ ,  $P \leq 0.05$ ); there was a significant association between bureaucratic structures and issuance of commercial construction permits ( $\beta = 0.264$ ,  $P \leq 0.05$ ); there was a significant association between bureaucratic decision making and issuance of commercial construction permits ( $\beta = 0.229$ ,  $P \leq 0.05$ ). The bureaucratic procedures constant parameter is 0.168 meaning that for every adjustment in one unit of bureaucratic procedures would result in a 0.168 change in issuance of commercial construction permits in Kiambu County while all other variables are kept constant. The constant parameter of bureaucratic structures is 0.264 meaning that for every change in one unit of bureaucratic structures would result in a 0.264 change in issuance of commercial construction permits in Kiambu County while all other variables kept constant. The bureaucratic decision-making constant parameter is 0.229 meaning that for every change in one unit of bureaucratic decision making, a 0.229 change in issuance of commercial construction permits in Kiambu County was predicted all other variables kept constant.

## CONCLUSIONS

There was a significant association between bureaucratic procedures and issuance of commercial construction permits. The structure and nature of bureaucratic processes play a critical role in the delivery of services. The issuance of commercial and construction permits is a process that is affected by the nature of bureaucratic processes. One critical area is in the procedures used to issue construction permits that reflect a big element of how bureaucratic processes can impact service delivery. The execution of procedures is a process that can sometimes facilitate or inhibit the proper issuance of construction permits. Procedures inhibit the delivery of services due to the red tape that leads to delays and unnecessary bottlenecks. There was a significant association between bureaucratic structures and issuance of commercial construction permits. Like most government entities, the county has adopted a bureaucratic structure with inherent weaknesses of overlooking human relationships among staff especially communication networks. Organizational structure of county governments in Kenya characterized by high-level bureaucratic decision making impedes service delivery on many levels and issuance of construction permits is one of them. Therefore, the study observes that, the existing organizational structure impedes service delivery hence both reforms and devolution of issuance of construction permits are perceived to be critical aspects in the county.

There was a significant association between bureaucratic decision making and issuance of commercial construction permits. Discretionary decision making entails a process of exercising one's powers in decision making in an autonomous and authoritative manner. For the most part, it is all about making decisions in good faith for the intended and authorized purpose. Therefore, decision-makers are implored upon to move outside these powers since they will compromise their integrity and credibility when it comes to handling matters in their care. In bureaucratic processes, there is usually





emphasis on discretionary decision-making for officers tasked with various responsibilities in a hierarchical workplace.

## RECOMMENDATIONS

The findings on the role of standards of operating procedures in the delivery of issuance of commercial construction permit services, the study show that the county had standards of operating procedures and involves all stakeholders in the upgrading or development of the standards of operating procedures and that the permit officers follow the standards of operating procedures in issuance of commercial construction permits. However, the SOPs have not yet been formalized, documented and institutionalized because of bureaucratic procedures. To solve this challenge, the department of commercial construction permits and issuance unit need to move with speed to undo the bureaucratic procedures so that bureaucratic procedures are formalized, documented and institutionalized for efficient, effective and timely of issuance of commercial construction permits service delivery.

As to whether organizational structure adopted by the county government enhances the delivery of issuance of commercial construction permits. To resolve this challenge, organization structural reforms as well as complete devolution of issuance of commercial construction permit services is required to align the structure to the needs of the county residents in order to boost coordination of communication, decision making and actions within and outside the permits department for effective, efficient and timely service delivery to the citizens. In most bureaucratic organizations, decisions are governed by a consistent system of abstract rules, regulations and procedures which the administrators must strictly adhere to in any operations within in the organization hence delaying service delivery.

## CONFLICT OF INTEREST

No potential conflict of interest has been recorded by the authors.

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