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The Influence of the Organizational Bureaucracy on the Employees' Performance: Evidence from King Hamad University Hospital

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☐ Without making any changes to the thesis.

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Abstract

Modern public management encounters various challenges associated with the basic principles of traditional public organizations and their bureaucratic systems. This study aims to assess the impact of bureaucratic structures on employee performance in the public health care sector of the Kingdom of Bahrain, to reinforce the necessary improvements, and raise the effectiveness of employee performance. This study mainly focuses on the major dimensions of bureaucratic structures: Hierarchization, Centralization, Specialization, Formalization, and Standardization, by exploring their influence on employee performance, and examines the challenges brought forward by bureaucratic systems in today's business environment.

This study has adopted a combination of qualitative and quantitative approaches. The researcher has used a questionnaire, and in-depth interviews to gather the data and elicit individuals' views and opinions. The population of this study consists of both administrative and medical employees who are working in King Hamad University Hospital; the sample size consisted of 315 employees that were selected randomly by applying stratified probability sampling technique. Descriptive and inferential statistics are the two types of research methods utilized to analyze the data of this study.

The findings indicated that Hierarchization, Centralization, specialization and Formalization have significant impact on employee performance, while work Standardization does not have a significant impact on employee performance. The outcomes of this study may contribute in making further progressions and improvements in organizational structures utilized by health care institutions in the current changeable healthcare environment.

Keywords: Hierarchization, Centralization, Specialization, Formalization, Standardization, Employee Performance

Declaration of Originality

I hereby confirm that this thesis is the product of my own work as my best of knowledge. All the assistance received in preparing this thesis and sources have been acknowledged and this thesis has not been submitted for any degree or other purposes. The work was done under the guidance of Dr. Waleed AbdulAziz at the University of Bahrain to the award of a Master's degree in Business Administration.

Khadija Rashid Al Banki (Candidate's)Signature: **Date:**

In my capacity as supervisor of the candidate's thesis, I certify that the above statements are true to the best of my knowledge.

Dr. Waleed Abdul-Aziz (Supervisor) **Signature:** **Date:**

This thesis is dedicated to my lovely family, to my wonderful friends, and all who have inspired me.

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Glossary of Terms

Abbreviation	Full Form
KHUH	King Hamad University Hospital
MOH	Ministry of health
ESCWA	Economic and Social Commission for Western Asia
SPSS	Statistical Package for the Social Sciences

Table1: Glossary of Terms

Chapter 1

Chapter1: Introduction to the study

1.1 Introduction

Due to the competitive global economic environment, many organizations strive to find prospective solutions to satisfy the ever changing demands of the consumers. This competitiveness has forced many organizations to strengthen their organizational structures, and improve internal operations(Porter &Kramer, 2006).

One of the most important elements of organizational development is modifying organizational structure to commensurate with the available resources, and the surrounding environment to meet the expectations of consumers and other stakeholders (Batley and Larbi, 2004). Analyzing and evaluating the efficiency and effectiveness of such organizational structures and operational systems often support in making right decisions, whether to maintain the current organizational structure, or reconstruct a new structure that is compatible with the requirements of ever-changing working environments. This issue has become a matter of great concern to managers and requires careful and comprehensive assessment (Al-Yahya &Vengroff, 2004).

Most organizations, to some extent, are bureaucratic in nature (Robbins, 2006). Their structures are traditional in the sense that they are based on the centralization of power, and narrow span of control, the decision-making process is based on a specific and clear chain of command. Furthermore, employees are categorized based on their specialty; their rights and duties are subjected to a set of express rules. Also, employees are restricted to established procedures even while dealing with daily work issues, relationships between employees in

different organizational levels are objective, fair and impersonal. Technical competence is considered the basis of selection and promotion of candidates; and staff rewards tend to be uniform and formal (Porter & Kramer, 2006). The conceptions of the organizational structure stated by (Porter & Kramer, 2006) are supported Weber thoughts on authority and power. (Weber, 1947) has defined authority as the ability to perform a job through instructions imposed by top management, which are considered legitimate and justified, while the definition of power is the use of forced threats to get the job done. The main strengths of bureaucratic organizations lie in their ability to perform tasks efficiently, and devise work into functional departments, which helps improve communication amongst employees within the same department and minimize the duplication of labor and equipment (Robbins, 2006).

In support of Weber's theory of the bureaucratic system, (Huse, 1980) stated that the ethos of bureaucracy is to sustain organizational performance by maintaining fairness amongst employees. This is achieved when tasks are highly formalized, jobs performed are based on rules and regulations, departments are operated under the efficient leadership of senior officials, and impersonal relations reduce the practice of favoritism and ensure fairness among organizational members. Also, it has been mentioned that the direct control over all departmental functions, standard procedures, and guidance by high competence specialists are set of bureaucratic structure advantages (Armstrong & Stephens, 2005)

Therefore, the efficiency of the bureaucratic system and its role in optimal integration of efforts, and equal division of work, made this system an administrative mainstay adopted by many organizations, and supported by different scholars (Davis&Newstrom, 2002).

However, like any other system, bureaucratic organizations have their disadvantages. The primary disadvantage of bureaucracy is its restriction over lower levels management to deal with their work affairs and lack of authority delegation, where all decisions are confined to the top management only (Jones, 2013; Al- Qatawneh, 2014).

Moreover, the extensive existence of rules and regulations, and over-reliance on procedures slows down the process of decision making, and the chance to apply necessary modifications (Raub, 2008). Also, specialization creates conflict between different functional departments; the objectives of each functional unit may not correspond to the overall organizational goals (Lee and Choi, 2003; López et al., 2006).The structure is rigid, tightly controlled, and characterized by very low adaptivity to the changing environment(Lunenburg, 2012).

The global competitive environment imposes organizations to respond urgently towards uncertainties and unexpected problems they encounter, otherwise, organizations will not survive. Therefore, a more responsive and flexible structural model is necessary in this context. As the researcher is an employee in government sector, it was observed that bureaucratic structures tend to affect the performance of employees in public organizations, also it turns out that 91% of public organizations in Bahrain are bureaucratically structured (AlKhaleeh, 2014),therefore it was important to study the bureaucratic factors which are directly associated to the impact on organizational performance and work outcomes. This curiosity stimulated the researcher's interest in this topic, and consequently, this study attempts to understand the bureaucratic systems and examine its effect on employee performance, which ultimately affects the overall efficiency of the organization.

1.2 Research problem

Bureaucratic structures are an important subject for scholars, since organizational structures play an important role in improving employee performance, and overall organizational efficiency (Thomas, 2015). This field of study cannot be ignored in any organization due to its significant impact on its success. A bureaucratic structure is the base of most governmental institutions in Bahrain, therefore it's very crucial to understand the bureaucratic structures, identify its factors, and its influence on employee performance, as well as examining its challenges in today business environment.

Based on extensive research and analysis of literature in the field of organizational bureaucracy, this study has addressed five main gaps:

- Dr Akbar Jaafari, the CEO of Jafcon Consultants for Productivity Improvement, has stated that 91% of organizations in Bahrain are traditionally structured. The top line managers tend to follow a rigid system that does not conform to the current changing environment and to newer generation of workers, leading to a conflict between top and lower levels, as they need space for creativity and initiative that are not supported by bureaucratic organizations (Al-Khaleej, 2014).
- Findings of World Economic Forum (ESCWA, 2008) revealed that the Kingdom of Bahrain has ranked 56 out of 117 countries in flexibility of dealing with government officials. The study demonstrated that there are strict organizational issues that must be identified due to the bureaucratic structure of public institutions in Bahrain. The government should make integrative efforts of finding appropriate solutions, to reduce the severity and restrictions imposed by bureaucratic systems in many government organizations in Bahrain.

- The government of Bahrain stated the need to find the challenges associated with bureaucratic structures and explore factors that limit the improvement of public organizations, as Prime Minister Prince Khalifa bin Salman AlKhalifa has ordered an investigation on followed structure in governmental organizations in order to take the necessary actions to improve their performance in line with the requirements of the changing environment, and achieve the desired goals (Al-Ayam, 2010).
- In Bahrain, only a very limited amount of studies was done on the relationship between bureaucratic structures and job performance (Al-Qahtani, 2013).
- Previous research have investigated the impact of bureaucratic structure on job performance in some areas such as work productivity (Matt, 2017) and financial performance (Bozeman, 2000); however this study focuses on the main behavioral aspects of employee performance: task performance, adaptive performance and contextual performance.

Particularly, the purpose of this study is to evaluate the impact of the components of bureaucracy system at a selected governmental institution. This will be applied through examining the major bureaucratic structure components as follows *Hierarchization, Centralization, Specialization, Standardization, and Formalization* (Weber, 1947), for a purpose of identifying the effect of these components on the employees' performance in the workplace. Also this examination will lead us to understand the challenges and the difficulties that face the employees on their daily performance.

1.3 Research Objectives

The main objective of this study is to examine the impact of bureaucratic structure factors on employee performance in public health care organizations. Accordingly, the specific objectives of the study are:

- To critically review the literature and identify the main bureaucratic factors that have an influence on employee performance.
- To determine the relationship between the *Hierarchization* and employee performance.
- To determine the relationship between the *Centralization* and employee performance.
- To determine the relationship between the *Specialization* and employee performance.
- To determine the relationship between the *Formalization* and employee performance.
- To determine the relationship between the *Standardization* and employee performance.

1.4 Research Questions

The following questions will construct the basis of the research objectives and hypothesis to be tested under this study:

1- Does hierarchization affect employee performance in the workplace?
2- Does centralization affect employee performance in the workplace?
3- Does specialization affect employee performance in the workplace?
4- Does formalization affect employee performance in the workplace?
5- Does standardization affect employee performance in the workplace?

1.5 Research Significance

Organizational structure is one of the most widely studied factors that have a significant influence on organizational performance (Nwonu et al.,2017). The foundation of any organization is the structure on which it is constructed, and

how it works. Several studies have confirmed that the adoption of appropriate structures will enhance overall organizational behavior and improve employee performance as well (Katsikea et al, 2011; Olajide, 2015; Clemmer, 2003).

Moreover, organizational structure contributes in successful implementation of organizational goals and objectives through allocating people and various resources to the essential operational processes, distributing responsibilities, and identifying authorities to effectively control and coordinate work within organizations (Child, 2015).

As stated earlier, most organizations in Bahrain are bureaucratically structured, and according to (Hughes, 2003), modern public management encounters various challenges associated to the basic principles of traditional public organizations and its bureaucratic systems. Thus, this study aims to assess the impact of bureaucratic structure on employees' performance to reinforce the necessary improvement and raise the effectiveness of employees' performance. In doing so, the more superior performance will definitely improve the economic position of Kingdom of Bahrain as well as meet citizens' aspirations and satisfaction by getting the needed services in an optimum level. Also, improving the performance of government institutions is an essential development element that the Kingdom seeks for the Bahrain Economic Vision 2030.

The researcher chose to focus on public health care institutions, specifically, King Hamad University Hospital (KHUH), being one of the biggest governmental institutions in Bahrain, playing a pivotal role in maintaining public health and quality of life for citizens.

Generally, the findings of this study can be useful for the following stakeholders:

- Medical organizations and other public institutions: the findings can be used to improve the followed organizational structure by obtaining a deep understanding of major factors of bureaucratic structure and examining its challenges faced by employees. Also will support in making right decisions whether to maintain the current organizational structure, or reconstruct a new structure that is compatible with the requirements of ever-changing working environment.

- Policy Maker: It will assist policy makers to modify current policies and develop more effective policies that will improve the employee performance.

- Future Researchers and Academicians: The findings of the study can be used by those who wish to conduct research in this area by providing a comprehensive understanding about the bureaucratic structure and how it affects the employees performance and identifying the challenges they encounter.

1.6 Research terminology

Term	Definition
Bureaucratic structure	A form of management system that consists of many rules and procedures designed to control activities, usually found in large organizations. (Kalimullah et al., 2015)
Hierarchization	Transformation of power and responsibility in a direct vertical line, from higher level to the lower levels in an organization. (Kubheka et al., 2013)
Centralization	Concentrate the decision-making process at the upper levels of an organization. (Jones, 2013)
Specialization	Tasks spilt into simple and routine activities on the basis of competences and functional expertise.(Adeyoyin et al., 2015)
Formalization	The existence of written rules and procedures covering work process and influences them. (Adeyoyin et al., 2015)
Standardization	Performing each specific job according to standard rules and procedures in an organization. (Hsieh&Hsieh, 2001)

Table2: Research Terminology

1.7 The study setting

The research methodology relied on implementation of mixed research methods, quantitative and qualitative, to collect and analyze the data. Both the questionnaire and in-depth interviews are the statistical instruments used to collect data, while descriptive and inferential statistics techniques are used to analyze the collected data. The population of this study consisted of both administrative and medical employees who are working in KHUH; the sample size consisted of 341 employees that were selected randomly by applying stratified probability sampling techniques.

1.8 Organization of the thesis

This research paper consists of five main chapters, beginning with a brief introduction about the conception of organizational bureaucracy and its features, followed by the research problem, objectives and questions as presented in chapter one. Chapter two discusses relevant literaturereviews of bureaucratic structures and their influence on employee performance, and describes the theoretical framework developed for this study. Chapter three outlines the methodologies used for measuring the relationship between dependent and independent variables, and demonstrates the population and sample of this research. Chapter four presents the findings of the analyzed data. Lastly, chapter five summarizes the research outcomes resulted from chapter four, while giving recommendations, limitations, and conclusion to the whole research paper.

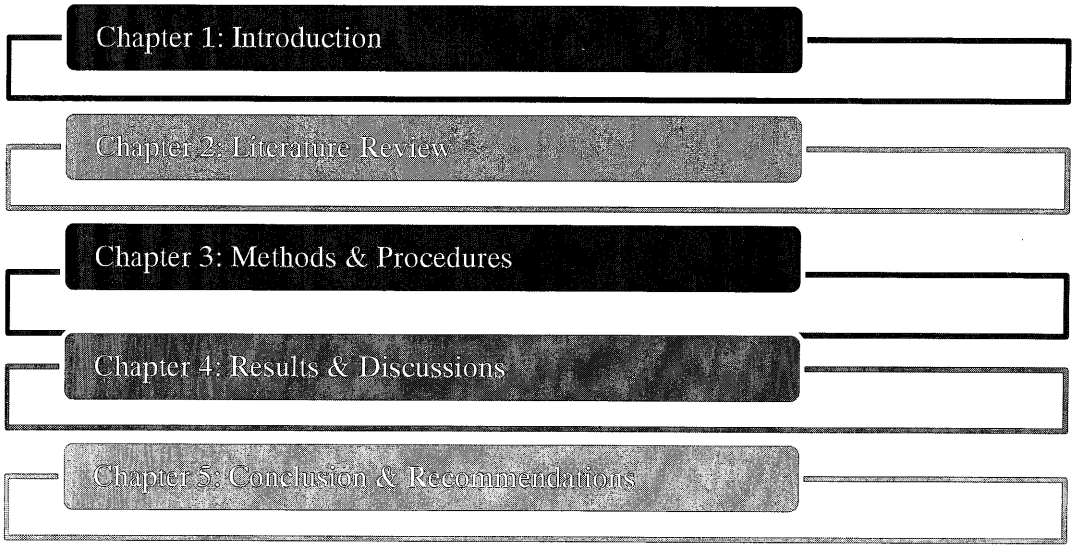


Figure 1: Thesis Organization and procedure

1.9 Summary

This chapter presented a brief identification about the topic of this study; it provided a general overview about bureaucratic structures in organizations, and illustrated the major features of these structures. The key concept has been discussed, as well as the research problem, objective, questions and hypotheses,

with full clarification of the significance of this research. Furthermore, a brief explanation about the methodologies used for data collection and analyzing followed by the definitions of key terms used in this study.

The following chapter presents literature reviews and theoretical frameworks developed for this study.

Chapter 2

Chapter 2: Theoretical Framework and literature reviews

2.1 Introduction

This chapter presents the existing literature and findings of previous studies conducted on bureaucratic organizations. The literature consists of three basic sections; start with defining organizational structures and its importance, their elements and major types. The second section presents various studies about bureaucracy that describe the emergence of bureaucracy in the workplace, its main factors, and influences on employee performance. The third section illustrates the model of the measurement of employee performance used in this study. In addition to the aforementioned, this chapter also summarizes the nature of healthcare organizations globally, and the health care sector in locally. Finally, the chapter is concluded with the formation of research hypotheses derived from the aforementioned existing literature, and the conceptual framework applied to this study.

2.2 Organizational Structure

Organizations are formed by a group of people consisting of management, employees and other workforce personnel, who are working to achieve organizational goals and objectives (Armstrong and Stephens, 2005). An organization is a cooperative social system involving coordinated efforts of two or more people pursuing a shared purpose. Organizations emerge whenever people gather and formally agree to combine their efforts for achieving certain purpose(Tran & Tran, 2013).

The foundation of any organization is basically the structure on which it is built and the way that the work has to be done. Organizational structure does not only refer to the physical layout, but rather the method of integrating work to achieve its goals. The structure is one of organization's components that coordinate the interactions between various departments and levels to ensure effective communication, and control amongst organizational members (Rajiv, 2016).

Thomas (2015) have defined the organizational structure as a framework of an organization and patterns of its management, it organizes the relations of tasks, processes, and people which are the basic foundation of an organization. Moreover, it's one of the main factors for achieving long term and short-term objectives (Robbins, 1990). (Nahm et al., 2003)gives a broader view of organizational structure, as the method in which responsibilities and authorities are formally allocated, functions are assigned, and relationships between superiors and subordinates are determined in a manner that ensures the achievement of the desired goals.

Mintzberg (1979)provides a definition of organizational structure as a set of ways that divide and coordinate the work into specific tasks. According to (Hatami et al., 2013), organizational structure is a clear mirror of rules, regulation, procedures, manner of communication, decision making process, division and integration of sections and the hierarchy of authorities within an organization.

Daft, (1998) has pointed out three basic elements in defining organizational structure. The first is the formal reporting relationships that consist of the number of levels in the hierarchy and the control scope of supervisors. Secondly, the way in which employees are grouped and assembled into different departments in the overall organization. Thirdly, the designated system that ensures the effective communication and coordination between departments. The same researcher

concluded that organizational structure is reflected in the organizational chart; at which the organizational chart is a tangible representation of the whole set of underlying activities, communications, and procedures set in an organization.

2.2.1 Importance of Organizational structure

Many scholars have pointed out the importance of organization structure and its effect on employee performance and work attitudes such as (Chokheli, 2015; Corkindale, 2011; Mintzberg, 1989). The foundation of any organization is the structure on which it is built and which is responsible for the way it works. Organizational structure does not mean the physical design only, but the process that goes to achieve its goals (Rajiv, 2016). It has been stated that organization structure has a significant effect of dissemination of information and knowledge in the workplace, and on the operational processes and people who aim to realize desired goals. Moreover, organizational structure is one of the most important factors affecting the performance effectiveness and support the staff effort (Nwonu et al., 2017).

(Katsikea et al, 2011) stated that organizational structure is used by many companies as a control mechanism to influence the outcome of the employee's work, also to ensure the efficiency and the effectiveness of tasks performed.(Olajide, 2015) illustrated that there is direct correlation between organizational structure and optimum employee job satisfaction, ultimately improving their performance and output.

Organizational structure reduces ambiguity and clarifies the tasks to be executed by each employee, how it is done, and whom to report to, eventually this will affect employee behavior and will motivate them to perform better (Sablynski, 2012). Organizational structure contributes in successful implementation of goals and objectives, through allocating people and resources

to necessary functions and distributes responsibilities and authorities for their control and coordination (Child, 2015).

Clemmer (2003) concluded that the organization's performance is influenced by the structure adopted by that organization. Similarly (Wolf, 2002) stated that the structure does not only shape organizational competence, but also performance. Organizational structure is an essential source for obtaining competitive advantage through flexibility in an ever-changing global business environment. The design of the structure frequently determines whether an organization is adaptive to its internal and external environments, thereby affecting its competitiveness strength (Englehardt & Simmons, 2002).

Setting up an optimal organizational structure that is well suited for their respective organizations is one of the main challenges managers and consultants face nowadays. According to (Ansoff&Mcdonals, 1990) a carefully designed structure is essential for organization's success in a competitive business climate, therefore the structure has to be established based on the organization's needs, and has to comply with the work environment, otherwise, the structure will fail to achieve effectiveness. Moreover, (Ansoff, 2012) confirmed that organizations with a compatible structure outperform ones with an incompatible one.

Inadequate structure restricts individual growth, employee' self-realization and mental health of the workforce, leading to failure, frustration, and conflicts that may impede overall organizational growth and development(Nwonu et al., 2017). Today, the importance of organizing and managing organizations becomes a critical issue for scholars and managers. For positive results, managers must adopt a structure that conforms to the organization's goals, objectives, strategies, workforce, and work environment. Otherwise managers will be fully engaged in solving structural issues rather than emphasizing on work improvement (Nwonu et al., 2017).

2.2.2 The Basic Elements of the Organization

According to (Mintzberg, 2007), every organization consists of the same five basic parts, as it illustrated in figure 2.1, at the top of organization is the strategic apex, which refers to top management, and are responsible for the execution of the organizational mission. They are also mainly responsible for developing long term strategies, and meet organizational requirements to achieve the set goals. Directors, Chairman, Chief Executive Office are examples of individuals who are considered top management and part of the strategic apex. Below the Strategic Apex lies middle management, consisting of managers who are connected to the strategic apex via the operating core, they are responsible for translating general strategic plans into detailed actions and tasks that can be carried out by workers. Also, they are responsible for monitoring daily activities to ensure compliance with the strategic plan and objectives. In the middle line, both technical (e.g., quality team, training programs) and administrative staff (e.g., public relations, legal advice, and mailroom) are supporting the operating core activities. At the bottom is the operating core that includes individuals who are actually carrying out the basic organization's activities.

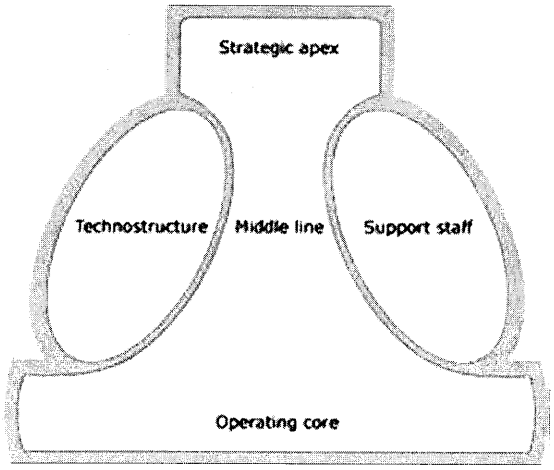


Figure2 :Five Basic Parts of an Organization (Source: Mintzberg, 2007)

2.2.3 Types of organizational structures

There are several notable claims about the types of the organizational structure; however, most scholars have relied on two ideal types of structure. As a result,(Jiang et al., 2011)presented a common method for studying potential types of the organizational structure, the researcher has narrowed down the structure types to two major structures: mechanistic and organic structures. Moreover, (Tolbert & Hall, 2015) have documented two ideal forms of organizational structure namely; bureaucratic (mechanistic) and professional (organic). Similarly, (Lunenburg, 2012) mentioned that mechanistic and organic structures are the two main structure types. According to (Ambrose & Schminke, 2003), mechanistic versus organic structure is the most preferred distinction while demonstrating the variations between organizations. In addition, (Daft et al., 2010) have recommended categorizing organizational structure to the aforementioned two forms.

2.2.3.1 Mechanistic structure (Bureaucratic)

Is characterized by centralized authority with a formal decision making process; it tends to have vertical hierarchy of control, and downward flow of communication (Tolbert & Hall, 2015). It consists of large number of written rules and procedures where each function has precise descriptions of rights, obligations, and technical methods to be used (Lunenburg, 2012). In a mechanistic structure, employees are strictly working according preset rules and procedures devised by top management (Hsieh & Hsieh, 2001), in the most part, employees are engaged to perform a singular task rather than multitasking (Souitaris et al., 2012). The structure is rigid, tightly controlled, and characterized by very low adaptivity to the changing environment. Additionally, it emphasizes on quantity of output rather than the quality, hence these structures are always

striving to reach the maximum level of productivity through higher efficiency(Lunenburg, 2012).

2.2.3.2 Organic structure (Professional)

Emphasizes on decentralization of power and is characterized by a flatter hierarchy, and lower level of written rules and procedures (Lunenburg, 2012). Top management allows subordinates to participate in the decision making process, and gives them the opportunity to present their ideas and suggestions. One of the most important components of an organic structure is free communication flow within the organization, and high level of informal interactions amongst employees (Tolbert & Hall, 2015). Top management provides guidance and instructions to subordinates, and likewise, subordinates provide top management with updates on accomplishments and work issues, making it a reciprocal structure (Lunenburg, 2012).

Moreover, this structure is characterized by its ease of adaptability to the changing environment, where jobs are not static and can be redefined based on changes that occur. In these organizations, employees are highly qualified and trained to independently handle overlapping duties, and solve emerging problems (Joshi et al., 2010). Organic organizations are based on interpersonal transactions; employees mostly rely on face-to-face discussions rather than formal communication (Maitha &Wang'oe, 2013).

Finally, mechanistic and organic concepts represent two extremes of organizational structure, not necessarily found in real life. No organization is completely mechanistic nor completely organic. Most organizations fall somewhere between these two forms (Maitha &Wang'oe, 2013).

2.3 Bureaucracy

2.3.1A brief history

The word "Bureaucracy" comes from the word "bureau", used to refer to an office or the workplace. The first use for the term "Bureaucracy" was in the mid-18th century by the French economist, Vincent de Gournay, in Western Europe in 1764, and it quickly spread to other countries their after (albrow, 1970). Gournay has negatively used the term "Bureaucracy" when he was appointed as administrator of commerce in France. He was frustrated by rigid governmental regulations hampering their business activities, his famous protest was " We have an illness in France which bids fair to play havoc with us; this illness is called bureau mania", he defined bureaucracy as a government system in which the full control is in the hands of officials who are somewhat able to eliminate the independency of ordinary citizens, the negative view of the term bureaucracy continued until the mid-19th century (Labolo, 2013).

During the second part of the 19th century, Max Weber, the German sociologist, fathered the study of bureaucracy(Weber, 2009), he opposed Gournay's view, where he believes that bureaucracy is the most ideal form of management, characterized by rationality and efficiency (Aydın, 2010). In his perspective, bureaucracy is the most practical application to control the surrounding physical and social environment (Theuvsen, 2004). He has acknowledged that bureaucracy was technically superior over other organizational forms, and most discussions of bureaucracy at that time, more or less, have accepted his theory and characterization of bureaucracy. (Senior & Swailes, 2010).

The origin of the bureaucratic organizational structure arose from the conventional military organization during wartimes. The structure was considered one of the most rational a forms for managing people and supplies,

due to its ability to subvert confusion, reduce complexity, and eliminate ambiguity (Aydın, 2010).During the Industrial Revolution, the bureaucratic structure became a traditional structure, due to the increase of specialized tasks and the need for a sophisticated method to organize them (AlQahtani, 2013).

From the late 18th century to the mid 20th century, bureaucratic organizations not only flourished, but also set the benchmark on how to build and sustain organizations. A recognized feature of the bureaucratic structure is that it can promote rationality, logic and work efficiency (Kaufman, 1977).

However, many scholars have criticized this type of organization (Pfeffer, 1998; Weick & Westley, 1999). They have stated that the rigidity of the bureaucracy and its standardized system are inconsistent with the requirements of today's changing environment. Bureaucracy is emphasized in classical management theory, characterized by high formal rules and centralized decision making, extreme specialization of tasks, low span of control that enable for more tight supervision, and the arrangement of the structure is based on departmentalization, not compatible with today's work environments(Kaufman, 1977).

2.3.2 Bureaucratic Structure

Bureaucracy is a management system founded to organize human activities and behaviors through an explicitly designed set of rules and procedures, to achieve desired goals (Isa, 2016). On a broader view, (Rabie et al.,2004) have defined bureaucracy as an administrative structure created to deal with state affairs and regulate state relations with its citizens. As it has evolved, bureaucracy has helped various types of organizations manage their internal and external affairs. Consequently, organizing the process of decision-making, standardization of procedures, and recording of transactions have become the core components

of every organizational system. The most important tendencies that lead to bureaucracy are as follows (Weber, 1978; Clegg, 1990):

	Tendencies	Definition
1	Hierarchization	A system of transferring authority and responsibility in a vertical line, from top-level to the lower levels in an organization
2	Specific configuration of authority	Eligibility of superiors to issue orders to subordinates to perform their duties.
3	Specialization	Task spilt into simple and routine activities on the basis of competences and functional expertise.
4	Credentialization	Ensures that each member has the specialized qualifications for his appointed field of task.
5	Centralization	Decision making process is concentrated at higher level of organization.
6	The authorization of organizational action	Delegating each employee to the tasks assigned to him.
7	Legitimization	The separations of organizational work from individual work, and to legalize the bureaucratic system. Where the bureaucracy did not succeed if its members did not believe in its legitimacy
8	Decolonization	Each individual is provided with a framework of his duties
9	Officialization	organizational work requires the full working capacity of the employee
10	Impersonalization	The relationships are governed through official rules and authorities.
11	Careerization	Opportunity to get higher positions
12	Stratification	status differentiation between individuals
13	Contractualization	Create formal contracts, which clarify the rights and duties of each function
14	Formalization	The existence of written rules and procedures covering work process..
15	Standardization	Performing each specific job according to standard rules and procedures in an organization.

Table3: The Defining Tendencies of Bureaucracy

Although bureaucratic organizations have received a lot of criticisms, (Cordella, 2007) emphasized that bureaucratic structures remain successful and sustainable to establish large organizations, especially in the context of recurring tasks. In addition, (Aberbach& Christensen, 2005) have mentioned that the bureaucratic structure ensures the equivalence and neutrality among members of public organizations. Also, they have added that the bureaucratic structure has a fundamental role in managing and implementing policies and procedures, and is an important aspect in all organizations. On other hand, the author has asserted that when the bureaucratic employees pursue self-serving objectives inconsistent to those of the public, that creates issues such as; inefficiency, waste of resources, and slow response toward changes. In the same regards, Rabie et al., (2004) mentioned that the bureaucratic structure facilitates individuals' management, predicting activities outcomes, and limits the chances of unexpected surprises.

However, scholars have claimed that the bureaucratic structure restricts employee abilities to innovate and be creative. It also impedes the process of organizational development and limits the organization's ability to adapt and respond to changes. Additionally, it creates mindsets that lack curiosity and performing limited tasks. Many reformers in the business are striving to end bureaucracy in the public service sector, describing it as outdated, functionally and morally bankrupt (Considine & Lewis, 2003). (Cordella, 2007) stated that bureaucratic organizations are ineffective and have a negative impact on clients and employees.

2.3.3 Weberian Bureaucracy

Weber's ideal bureaucracy is one of the common styles of organizational structures that resulted from his observation of the changes that occurred during the Industrial Revolution(Weber, 1947). The essential elements of bureaucratic

organizations that have been identified by Weber are Rationality, Efficiency and Impersonality. Based on Weber's assumptions, the key feature of the bureaucratic structure is the high concentration of authority. According to his theory, there are three types of authorities (Weber, 1947):

- Traditional Authority: refers to the legitimate force that respects established cultural patterns; it consists of a set of recognized rules that have been maintained over the time. In principle, creating a new rule that violates traditional law is impossible and being not accepted. The leader has a dominant personality, relying on traditions and the long-established order. Traditional leadership reflects every day routine behavior.
- Charismatic Authority: Some people are obeyed because of their exceptional personalities and extraordinary capacities; the followers always accept his/her domination as they believe in his/her personally.
- Legal – Rational Authority: Belief in the validity of the law, legitimizes and maintains this type of authority. People respect the laws as they believe that these rules are made through an appropriate procedure. These procedures are considered accurate by both rulers and the ruled, the governing body is the dominant individual who occupies a position according to the established legal procedures, and exercises his authority within the limits specified by these procedures.

It is very important to bear in mind that Weber's positive overview of bureaucracy only applies to pre modern forms of organization (Theuvsen, 2004); however, there are many positive assessments and empirical studies that confirmed the importance of having well designed rules and procedures that facilitate administrative roles, avoiding task conflicts, and maintaining employee commitment. In addition, other studies have emphasized the positive impact of bureaucracy on creativity and job satisfaction (Adler and Borys, 1996). But the most consistent with daily opinions on bureaucratic structure are the studies that

emphasize bureaucratic deficiencies (or symptoms) (Derlien, 1992; Adler and Borys, 1996), such as:

- Bureaucratic organizations are not able to deal with external threats due to the high degree of job specialization and the rigidity of work procedures.
- Each department set its own objectives and insists on them even if they conform to the shared organizational goals.
- Strong self-preferences due to the high extent of formalization of work processes.
- The tendency towards creating more rules and procedures that limit work flexibility and employee freedoms.
- The hierarchy of authority hinders the flow of information to the top level of the structure, where information about real working conditions is filtered and distorted, leading to a wrong assessment of the real situation by top management.
- The bureaucratic system eliminates individual autonomy, leading to lower employee satisfaction, absenteeism, low morale, and self-powerlessness.

Due to these negative evidence on bureaucratic systems, finding alternatives to bureaucratic structures is a large focal point in management theory discussions (Theuvsen, 2004). However, the spread of bureaucratic features in most modern organizations can be considered a sign of its positivity and the effectiveness as it is indispensable in the bureaucratic organization. Regarding this context, it is interesting to see that positive evaluations of Weberian bureaucracy are often overwhelmed by literature of quality management system that emphasizes the importance of well-designed rules and procedures, extensive documentation, and the clear division of functions and responsibilities. It also considered that the increased formalization of rules is a vital factor to achieving quality objectives (Deming, 2018; Pfeifer, 2001).

Also, Weber's theory of bureaucracy has been considered as one of the fundamentals of modern quality management (Luning et al., 2002). On the other hand, it's argued that quality management standards raise the undesirable job standardization, and reduce the flexibility in the work place, as a result, many organizations pursue bureaucracy and de-bureaucracy strategies simultaneously (Beck & Walgenbach, 2003).

2.3.4 Inefficiency of Bureaucracy

Although (Weber, 1947) classifies the bureaucracy as the most rational and efficient form of organization, this term has led to negative connotations. Weber's idea of bureaucracy contrasts with many researchers who explicated the inefficiency of this structure. Bureaucratic structure has been criticized for its perceived flaws, which are often seen as a benefit of perceived advantages, such as, encouraging centralized politics although it leads to goals inconsistency. For instance, in bureaucratic organizations, the satisfaction of a president is considered more important than client satisfaction. Furthermore, the lower level employees become scoff about senior managers who are separated from them. In addition, narrow division of labor lead to employee burnout and stagnation, due to working on the same tasks over their duty hours.

Moreover, bureaucracy leads to lack of understanding between different functional departments, and lowering overall jobs integration eventually leading to work inefficiency, for example, each department creates its own objectives regardless to its consistency to other departments' objectives; this incompatibility of goals leads to failure to achieve the common organizational goals. Finally, misuse of top management's time and efforts, particularly on solving small problems that can be avoided between departments(Hall, 2010).

According to(AlQahtani, 2013), bureaucratic organizations tend to slowdown the process of business development and growth. For example, setting organizational goals and objectives has to be done by the top management only, without the participation of other organizational members. Also, the planning and control functions are within the responsibility of managers at the top of the hierarchy, and no one else.

Beetham (1996) explained that excessive adherence to bureaucratic rules can hinder work efficiency, because the more intense the application of laws, the less flexibility in performing various tasks. Beetham also claimed that the hierarchy limits individual responsibility and does not stimulate employee initiative, and participation in the business development process. Also, a formal relationship in general, leads to coercive authority. Furthermore, (Sanders, 1997) illustrated the negative effects of the vertical hierarchy of the bureaucratic structure, that which it impedes communication amongst various levels of an organization. (Merton, 1940) used the term "dysfunctional" to describe the behavioral norms in bureaucratic organizations, as he claimed that, although bureaucratic structures are conducive to efficient behavior but that increases the self-protection behavior that officials seek, which often leads to inefficiency, also he has stated that bureaucratic principles lead to rigid behavior that deprecate from efficiency.

Rules and regulations are written in much greater detail than is required in most cases in bureaucratic organizations. For example, the key point of (Crozier, 2009) theory of the bureaucratic process is "a vicious circle of bureaucratic dysfunctions", where the vicious circle is caused by unexpected events, not subject to bureaucratic control. Additionally, impersonal rules are one of most important elements in this theory, designed to remove discretion from officials, thus giving rationality to the management. Cruiser perceived bureaucratic behavior as self-reinforcing and antithetical to organizational goals. Moreover,

bureaucratic structures are understood to be inefficient in nature and not a productive tool for administrations.

Also, the same author reported that modern bureaucracy possesses many values including performing large-scale tasks, however, it leads to depersonalization and a lack of individual influence in the decision making process. Ina world of certainty imposed by bureaucracy, rules govern all contingency situations, leaving no room for personal decision-making. He also said that there are two kinds of rules in bureaucratic organizations: (a) those that define working behaviors in fine detail and (b) those that define how progress and job allocation occur (Crozier, 2009).

Modern organizations have exaggerated the application of bureaucratic characteristics. This exaggeration is due to lack of personal security, and requirements to exert excessive control to accomplish a sense of security. In addition, over dependence on work specialization in these organizations increases employee resistance to change, there are many people who were unable to make any improvement in the work field, and therefore, modern organizations are a permanent source for frustration. (Thompson, 1961)

(Autier, 2001) stated that bureaucratic systems characterized by hierarchical authority, job specialization, and exaggerated control over the tasks-performing may hinder the ability of employees to innovate, thus leading to deviant behavioral patterns from employees, since innovation only comes from top management in the organization. Therefore, researchers have explained that the bureaucratic structure is appropriate only for organizations that depend mainly on routine tasks (Perrow, 1986; Souder, 1987). Both (Thompson, 1969) and (Autier, 2001) have listed four basic limitations of the bureaucratic structure;

- Employees in bureaucratic organizations are not encouraged to be innovative and proactive in improving their work, only to be dedicated to doing what they are expected to do, also they are subjected to a strict oversight by officials.
- It is difficult for employees to access public information that is relevant to the organizational goals, and are only communicated with job specific information.
- Employees and departments lack teamwork, as fixed boundaries in the hierarchical structure prevent the exchange of communication,
- Centralized decision-making process used in a bureaucratic organization does not stimulate the ability to innovate.

2.3.5 Coercive and enabling bureaucracies

The classification of the characteristics of bureaucracies, either good or bad, in general is a misconception(Adler and Boris, 1996). According to Adler, there are no negative or positive consequences in a bureaucracy, it all depends on the way in which the characteristics of the bureaucracy were used, either as tools to improve the work or a weapon to enforce more control that limits workers' autonomy. A coercive bureaucratic structure is designed to enforce authority ensuring that employees, even the incompetent ones, do the work in the right way. On other hand, an enabling bureaucratic structure is designed to support employees instead of bolstering the authority of the top management. Coercive and enabling bureaucracies can be distinguished by their structural features; autonomy, internal and global transparency, flexibility, design processes and implementation contexts (Adler and Borys, 1996; Adler, 1999). Table 4

summarizes the distinction between Coercive and enabling structure according to (Cole, 1993), and(Adler, 1999; Adler and Borys, 1996)

	Coercive bureaucracy	Enabling Bureaucracy
Autonomy	- The rules are primarily designed to ensure that the work is carried `out in compliance with regulations and procedures established by top management. - Any deviation behavior from the recognized standards is considered lack of efficient performance and must be prevented by more intensive control. - Rules neither provide employees the opportunity to respond to the daily special cases they face, nor do they provide opportunities for work improvement. -	- The rules are designed as a way to assist subordinates in carrying out their work, and also leave them the space to self-respond to specific work conditions. - An enabling bureaucracy encourages learning processes through the participation of subordinates in problem solving with superiors.
Internal transparency	- Subordinates are expected to execute superior's instructions without giving any reason for these instructions.	- Ensure employees awareness about the basic elements of the work system and improve their understanding of the logic of the work procedures, enhancing their ability to deal with unexpected issues.

Flexibility	- Overriding the rules requires the superior's approval, and the reliance on subordinates' skills and discretion is low. - It's impossible to skip a rule just because viewed as unnecessary in the individual judgment.	- Rules and procedures are viewed as learning opportunities and it allow for any necessary deviation.
	Coercive bureaucracy	**Enabling Bureaucracy**
Global transparency	- Only supervisors are knowledgeable about overall work system, while subordinates are restricted to the knowledge required for performing their individual functions. - The suggestion system is totally controlled by the top management, and suggestions are only rated as accepted or rejected without any explanation to the subordinates.	- Subordinates are knowledgeable about the overall work system, so they are capable to interact with various functions in the organization, and even with the external environment. the suggestion system includes intensive training programs for subordinates and group discussions in which superiors discuss their assessment of suggestions.

Design processes	- Subordinates never participate in designing procedures, instead, system designers are responsible for the designing process, in order to use their experience and specialized knowledge and void further expenses of broad participation.	- Subordinates participation is considered important in designing process, and their proposals are always welcomed.
	Coercive bureaucracy	**Enabling Bureaucracy**
Implementation	- Positional authority controls the whole implementation process. - Subordinates' training programs consist of narrow operational know-how, as these programs are viewed as costly, and must be minimized.	- It depends on a hierarchy of expertise and shared authority; the implementation process is more participative and characterized by collaborative culture. - Training programs are broader and deeper and include the knowledge of Know-how as well as know-why.

Table4: A comparison between Coercive and enabling bureaucracies

2.3.6 Bureaucracy in Arab World

Based on (Al-Faleh, 1987), there are several characteristics of organizations in the Arabian Gulf, (a) the structure in Arab organization often take the form of authoritative management, where the decision making process is

at the top level of the organization, allowing little delegation, (b) the hierarchy is mostly vertical and always formal, (c) the position and seniority is more important than competences and performance, (d)affiliation and need of authority are the basic motivation factor for employees, (e) formalities and social obligations are necessary for members of the organization, (f) senior management does not encourage innovation and initiatives, thus employee trust is low. (g) Communication between departments is limited, hindering the exchange of information amongst them.(h) Subordinates always follow their superiors' instructions, and avoid opposing or confronting them. Finally,(i) employee loyalty is valued more than performance and their competencies.

Power Distance Index (PDI) is one of the basic elements that indicates the extent to which the authority is spread and distributed equally within the organization and the extent to which individual are accepting this distribution. Arab countries have scored 80 in the Power distance index, which is a very high score, this means that the centralized decision-making in Arabian organizations is dominant, people are accepting the hierarchal order and subordinates are doing only what they are expected to do, as they have been not encouraged to innovate. These organizations are risk averse, rule-oriented and resist to changes. They have strict rules and regulations and they contradict any behavior that conflicts with the rules, even if these rules are not effective. Furthermore, the results indicated that Arab organizations have a higher inclination to avoid uncertainty work in a stable environment(Hofstede, 2001).

In Bahrain, which belongs to the Arab region, organizations use a paternalistic decision-making style where subordinates are always ready to accept and follow superiors' decisions (AL Qahtani, 2013). As a result, employees are inclined to work in a hierarchical structure, where each member has a specific place, not requiring further justification. Also, organizations in Bahrain often refrain from taking risks and they always avoid uncertainty, the reason is that

those organizations desire to be able to compete through hard work. High level of avoiding uncertainty means that individuals need a clear structure, coherent rules and set of specific boundaries, to avoid the possibility of unpredictable risks that employees are not able to deal with. Therefore, the structure consists of high level of standardization and employees are less encouraged to innovate. Also, organizations have many rules and regulations that employees adhere to in carrying out their work, which leaves them no room for initiative and innovation (Li et al., 2009).

Moreover, Dr. Akbar Jaafari, the CEO of Jafcon Consultants for productivity improvement, stated that91% of organizations in Bahrain are based on traditional structure, top managers tend to follow a rigid control that does not conform with newer generation of workers, leading to a conflict between top and lower levels, as they need space for creativity and initiative, and to improve relationship between them and their managers (alkhaleej, 2014).

2.3.7 Bureaucracy and Performance

Currently, bureaucratic organizations in the public sector have experienced various challenges to improve their organizational performance. For instance, the findings of (Meier &Bohte, 2000) revealed that the heavy reliance on bureaucracy lead to lower employee performance; as a result, lower performance may lead to more bureaucracy. Furthermore, (Chubb and Moe, 1988) concluded that a top-down hierarchical structure inevitably leads in conflicts between top management decisions, and real work situations at lower levels in the hierarchy.

In addition, (Pfeffer, 1998) found that new public administrations need to adopt a decentralized structure as it is one of the basic methods to improve the employee performance in public organizations (Roşca & Moldoveanu, 2010). Also, the structure of public organizations needs to convert to a flat hierarchy that

is in line with the requirements of the rapidly changing environment (Pfeffer, 1998).

Furthermore, Employees working under the bureaucratic structure experience higher job-related tensions than those who are working in democratic organizations (Bunmi, 2007).

2.3.8 Basic factors of bureaucratic structure

As previously stated, this study is mainly focused on Weber's bureaucratic framework factors, and examine their effects on job performance. The factors as stated before are: Hierarchization, Centralization, Specialization, Standardization, and Formalization. Each factor will be discussed in detail in the following section.

2.3.8.1Hierarchization

Hierarchization refers to the number of employees that can be managed efficiently and effectively by each manager, as well as the number of levels in an organization (Daft, 2007). Scholars of contemporary management have classified the hierarchy of an organization in terms of height and width, the height is referred to the chain of command and the width as the span of control for each key position in the organizational chart (Sibindi, 2015).

Span of control as a structural dimension refers to the number of subordinates reporting to each superior. It conceptualized how the relationships have structured between leaders and subordinates within an organization. The leader may be associated with many or a few subordinates. A span of control is said to be narrow when a leader supervises a few subordinates; while wide span of control exists when each leader oversees many subordinates. Narrow span of

control result in a tall chain of command, while wide spans lead to a flat chain (Sibindi, 2015).

It has been found that the narrow span of control in a bureaucratic structure helps managers to better control their subordinates, and more division of labor will result in greater specialization that can help to increase work efficiency and productivity, also the feedback received from subordinates become more effective(AlQahtani, 2013). Additionally, the author mentioned that communication between small groups becomes faster and easier, and the lines of communication between different management layers are more likely to be clear. A narrow span of control means that more layers appear in the hierarchy, giving employees more opportunities to get better promotions. (Hendericks, 2001) has stated that the reduction of span of control will increase the employee's productivity and the company profit as well. (Gittell, 2001) concluded that in narrow span structures, the manager can maintain close supervision over his employees to ensure the efficiency of their performance, and he specified that by keeping the span of control to five or six employees, a manager will maintain better control over them. As a result, employees are restricted to perform tasks that are defined and delegated by their supervisor, who fully controls the outcomes.

Contrarily, strict supervision does not encourage fruitful cooperation and interaction among employees, as they are deprived of the right to take initiative, suggesting ideas and experiment (Lee and Choi, 2003; López et al., 2006). As a result, employees become less motivated to participate in accomplishment of organizational objectives and the realization of the organizational vision. Also, direct supervision reduces employee satisfaction and performance (Yiing and Ahmad, 2009).

Narrow spans have three major defects. Firstly, they are expensive as they include more levels of management, and require large resource commitments for employee supervision rather than production. Secondly, communication within the organization is vertical and complex, as each added level in the hierarchy will tend to isolate upper management and slow down the decision-making process. Thirdly, narrow spans encourage excessively tight control and discourage employee independency (Robbins and Judge, 2012).

(Desta, 2015) stated that the world is fast paced, and that extreme control has become a limitation. In a bureaucratic organization, the offices are separated for each department incurring high degree of work specialization, whereas in organic organizations, they have open office areas as all departments located in the same area, and the employees can easily interact and collaborate with each other's (Soutaris et al., 2012).

Conversely, organizations with a wider span of control, allow managers to supervise many subordinates; and it's not possible to closely examine their activities. Thus, employees will have more authority to perform their jobs, and even make their own decisions, unlike employees in narrow span organizations (Johnson, 2018).This will increase employee's discretion and enhance their morale (Meier & Bohte, 2001, 2001; Worthy 1950; Golembiewski 1962). Also, larger spans of control, allow for greater specialization and more performance efficiency; however, the higher ratio of manager to employee, reduces the manger's capability to coordinate, communicate and control, and this may lead to a reduction in subordinate performance (Meier & Bohte, 2001).

With larger span of control, the supervision cost would tend to be reduced since a smaller number of the organizational members are supervisors. On the other hand, if the span of control is too large, the supervisor may not be capable to oversee large number of subordinates leading to a decrease in their

performance (Mackenzie, 1978). A study been done by (Senior and Swailes, 2010) concluded that wide span of control will shorten the response period to the external changes, as it will maintain more flexibility without becoming too hierarchical.

The purpose of using a flattered structured is to increase performance efficiency and effectiveness(Drucker 1988). Flattered organizations are more flexible and more agile to environment changes, as decision making is spread across all organizational levels. The decentralization of decision-making increases employee motivation and performance.

The hierarchy in bureaucratic structures is vertical where the employee's participation is restricted in the decision-making process, also it is time-consuming and inflexible as decision have to flow down through the long hierarchy from the top, until it reached lower level employees(Kubheka et al., 2013).

Within the period between 1986-2006, firms' hierarchies have changed dramatically. For instance, CEOs have flattened the hierarchical structure through eliminating management levels and bordering span of control, to push the decisions downward to lower levels, in order to improve the performance and employee morale, and to enhance the responsiveness toward market changes(Wulf, 2012).

2.3.8.2Centralization

Centralization refers to the concentration of the decision-making process at the higher levels of an organization; top management is in total control of the decisions and activities of divisions, units, and subsidiaries in the organization(Jones, 2013; Al- Qatawneh, 2014).The headquarters exercise control through defining goals and objectives, policies and procedures, and the budgets to be consumed (Armstrong and Stephens, 2005). In bureaucratic

organizations, only senior executives are participating in decision making process, especially in organizations with intense centralization. While in less centralized organizations, the responsibility of such decisions are delegated to lower levels in the organization, as the input of every member is taken before making any important decision (Hoy & Sweetland, 2000), these organizations are defined as decentralized structure or divisionally structured, giving operational autonomy to subsidiaries, divisions and business units under the overall direction of the center.(Modrak et al., 2014).

Many scholars suggest that the centralization has a significant effect on employee's performance. For example, an empirical investigation carried out by (Hassan et. al. 2011) to assess the centralized decision-making authority, reported that centralization negatively affects employee performance as well as the effectiveness of overall organizational performance. Moreover, a main factor that cause employees to leave the organization, is excluding them from the decision making process, resulting in a reduction in their satisfaction rates, performance, and consequently a high turnover rate for the organization (Hunjra et. al. 2010).

Analyzing the effect of bureaucratic structures in schools, on teachers' performance, they strictly comply with bureaucratic policies that limit their independency; they are not encouraged to take responsibility to improve the teaching process. Hindering teachers has a negative effect on the development process, innovation and collaboration, thereby adversely affecting education improvement. Contrarily, teachers in decentralized school structures are encouraged to improve teaching quality, resulting in higher student achievements. (Hoy, 2003)

An empirical study applied by (Senyuta, 2013) examining how authority delegation affects the organizational performance. The result shows that more efficient decisions have been taken while delegating authority to lower members

in the organization since they are more aware about the real work conditions not fully observed by headquarters. However, the cost of this delegation is the loss of control, and high costs to train and motivate members who are legitimately given decision-making power; otherwise the quality of the decisions taken will decrease.

According to (Kilinç et al., 2016) there are two forms of centralization in bureaucratic organizations: hindering and enabling. In the hindering organizational structures, the innovative employee is hampered; the higher-level management strictly controls the employee's behavior to ensure employee discipline, where the compliance behaviors are in the foreground (Hoy & Sweetland, 2001). Both (Hoy & Miskel, 2010) reported that hindering centralization prevents the employee from solving problems, or participating in the decision making process. On the other hand, the enabling centralization structure is characterized by organizational management which provides employees with the autonomy they need, assists them to solve problems, and enables them to participate in decision making process where managers are always cooperative and collaborative(Hoy, 2003; Hoy &Sweetland, 2001; Sinden et al., 2004).

Management has to wisely select the optimum fit between centralization and decentralization. The structure should be centralized enough to empower the upper management in strategically important issues, and decentralized enough to enable the workforce in fostering their initiatives, and meet their basic psychological needs (Malik & Rehman, 2017).

2.3.8.3Specialization

Job specialization can be defined as the degree to which overall organizational tasks are divided into unique elements, usually performed by different members (Hage, 1965). Another definition is, specialization indicates the number of professional disciplines listed in the organization and the length of training required for each of them(Lunenburg, 2012).In the bureaucratic structures, labor is divided in to specific tasks which indicating high levels of specialization. The employee focuses on one specific task and frequently repeats it during the entire work shift. This approach improves the efficiency of employee's performance and reduces the cost of quality control (Souitaris et al. 2012). The division of labor increases employee productivity because they will become more proficient at providing a specific task, and do not lose time in shifting between various tasks (Cellier and Eyrolle, 1992; Schultz et al., 2003).

Job specialization influences employee performance both positively and negatively, depending on individual preference for either task routine or multitasking(StaatsandGino, 2012). This is in line with the studies of (Ogbo et al., 2015)who mentioned the two sided effect of task routine on employee productivity. Specialization is imperative to many organizations' success, however managers have to design the best way to segregate and assign tasks over a long period of time(StaatsandGino, 2012).Employees with higher specialties in performing a specific task are more likely to innovate and develop specialized tools or equipment to make their work more efficient, also job specialization allows employees to take greater pride toward the job provided since that job requires specific skills and experience others may not possess (Tolbert & Hall, 2015)

(Andrews et al., 2009) reported that specialization leads to more adaptiveness, the employees become more skilled in their job, clearly understand

the problems they encounter, and are ready to improve work conditions by discovering efficient ways of doing their jobs.

However, high specialized employees have a tendency to be isolated and they refrain from cooperating with other units. As a result, each department operates according to what it considers its own best interests rather than those of the organization as a whole; this conflict negatively affects organizational performance. Moreover, job specialization suggests that individuals are capable to do one task only, they aren't trained to handle multiple tasks in the workplace. As a result, once critical expertise is lost, the work process may suffer. Also, employees under work specialization don't have wide range of applicable skills, therefore, it is difficult for them to adapt to a new task in the organization. Furthermore, with more job specialization, employees become bored and dissatisfied with their task; this may lead to lower quality of performed work and higher rate of employee absenteeism. Therefore, many organizations have applied alternative methods of designing jobs, such as, job rotation, job enlargement and job enrichment (Sibindi, 2015).

2.3.8.4Formalization

Formalization is related to the extent of presence of clearly defined and written rules, regulations, procedures, guidelines, approvals, communications, job codification and description and role specificity in an organization (León&García, 2011). For instance, it refers to the degree that instructions, rules, procedures and communication are officially set and clarified (Hage and Aiken, 1967; Gosselin, 1997). In highly formalized organizations, explicit rules exist to determine the purposes and responsibilities of each organizational member; subordinates are expected to be strictly committed to the rules and they will be punished if they do not adhere to them (Kalay&Lynn, 2016). Managers direct

their efforts towards creating certainty through applying such mechanisms like work reutilization, and formalization (Demir, 2008).

Formalization is one of basic structural dimensions, it's necessary to coordinate business activities especially when an organization grows too complex (Bedeian, 1986). Moreover, it is necessary to formalize organizational practices for the purpose of more effective performance to reduce the level of work ambiguity and increase efficiency (Edalatian et al., 2013). Managers who aim to increase employee commitment should design a structure with high level of written rules and procedures; however, they should allow employees to participate in formulating work regulations and decision making process, high organizational commitment improves employees' performance and productivity (Meyer et al., 2002; Al-Qatawneh, 2014).

On other hand, several scholars have argued that formalized structures reinforce employee compliance behavior and reduce their autonomy as they cannot decide how the work requires to be done (Raub, 2008; Hage and Aiken, 1967; West, 2000; Kalay and Lynn, 2016). Additionally, a high degree of formality obligates the employee to prioritize executing the formalized rules even if such work requires to be done differently (Stan et al., 2012). A negative relationship exists between formalization and employee creativity; the inflexibility of this mode discourages the generation of ideas, while the flexibility system motivates employees to be more innovative and always strive to improve the work situation (Lewis et al. 2002) and (West, 2000; Kalay and Lynn, 2015; Raub, 2008).

Furthermore, excessive rigidity causes role stress, dissatisfaction, lower employee commitment, and higher work alienation (Agarwal, 1993). Research done by (Poksinska, 2007) indicates that two companies faced a similar problem when the routine's tasks were written in a detailed manner without leaving any

chance for employees to do the work in the way they preferred. Based on that, the two companies faced the problem of employee resistance and non-compliance to the set procedures. The study argued that a low degree of formalization increases employee collaboration in organizational processes and creates trust and respect in the work environment, since employee needs are always taken into consideration (Hoy and Sweetland, 2001).

A qualitative study done by (AL Qahtani, 2013) found that by having rigid rules and procedures, employees find difficulties when reacting to the daily issues faced, the formal atmosphere does not give them a chance to think and select the right solution, this reduces the quality of decision taken since the employees do not have opportunity for discussing and solving work problems with seniors. In addition, the findings indicate that over reliance to the rules and procedures prevent individual growth and reduce employee morale and satisfaction, which consequently affects their performance. As a result, the employee loses a sense of affiliation towards the organization.

2.3.8.5Standardization

Standardization refers to the extent to which employees work based on standard rules and procedures in an organization (Hsieh and Hsieh, 2001). It ensures employees provide their work duties in the required manner at all locations, therefore employee actions and behaviors are routine and always predictable (Jones, 2013).In a standardized structure, employees are accountable for their actions and they are not authorized to overpass the rules Standardization and formalization often coincide; standardization mostly refers to the extent to which employees are obliged to abide by the rules and procedures, while formalization is more about the number of written rules and procedure in the organization Both of them are control mechanisms that ensure that employee

behaviors are contributed with the achievement of organizational objectives (Price, 1997).

When the level of standardization is extensively high; employees are held accountable for their actions, and there is no chance to break rules (Jones, 2013; Al-Qatawneh, 2014). Many researchers have claimed that standardization is an important condition for reducing work variation, efficiency growth, and improving performance quality(Dahlgaard et al., 1998; Deming, 1991; Imai, 2004; Kondo, 1991).

Moreover, standardization is considered as a guidance system that classifies employee tasks and responsibilities, hence reducing uncertainty, and encouraging better performance (Becker & Knudsen, 2005; Organ & Green, 1981). Standardized behavior is easier to monitor and evaluate than non-standardized behavior, as more standardized work is easier to compare, control, and coordinate (Naduzzo et al., 2000). However, work standards are not necessary to describe each single step of the work, a certain degree of independency should be available to achieve the defined objectives; it's unlikely that each standard could be efficient for all employees with different characteristics and habits(Nordhaug, 1994). In case the work procedures were highly detailed, employees will mainly focus on developing solutions that fit the specified standards, instead of finding better solutions to problems arising in the workplace.

On the other hand, many ergonomists are skeptical toward the effect of standardization on work efficiency and quality, they have pointed out a number of negative impacts on employee performance(Arches, 1991; Björkman et al., 1991; Drury, 1997; Nordhaug, 1994; March, 1991):

1- Standardization creates work monotony that leads to low motivation and creativity.

2- Poor attention to work quality.

3- High employee turnover.

4- Reduction in the scope of action, reduction in the potential for learning.

As a result, high level of standardization showed poor performance, caused employee dissatisfaction, and reduced their motivation.

2.4Employee Performance

There is a general consensus amongst many researchers that employee performance becomes an important indicator in measuring organizational performance (Aboazoumet al., 2015). Due to rapid changes in the environment, organizations are forced to compete and to respond professionally in order to maintain their competitive advantage. Therefore, it is very important to have capable employees who can take the responsibility of organization's survival (Aboazoumet al., 2015). The performance of a workforce has significant influence in increasing or decreasing the level of productivity of organizations, even if the organization has lots of capital, advanced technology, and good facilities, but lack productive employees. Such organizations will fail in achieving their goals (Thomas, 2015).

The concept of employee performance has been subjected to many changes during the past years due to changes occurring in the organizational environment (Chen &Klimoski, 2003). Both (Mathis & Jackson, 2009) mentioned that job performance or employee performance is related to the production quality, timing of outputs, employee's attendance, efficiency and effectiveness of performed work.

(Dhammika, 2013) has defined the employee performance as a level of output that resulted from work execution by each employee during a particular

period of time. Employee performance is measured based on performance standards placed by the organization, such as level of productivity, work efficiency and effectiveness, quality of output and profitability (Nassazi, 2013). The phenomena of employee performance is explicitly seen as a multidimensional construct that reflects the overall individual behaviors and performed tasks required to achieve a preset goal (Motowidlo, 2003).Furthermore, employee performance consists of both the behavioral aspect of an individual and the expected result of provided performance. The behavior presented here refers to the actions that people demonstrate to accomplish a certain job, while the performance outcomes are a result of an individual's behavior (Borman, &Motowidlo, 1993; Campbell et al., 1996)

2.4.1The Importance of Job Performance to the Public Sector

Employee performance is one of the key factors for obtaining superior productivity, and is a competitive advantage for organizations in both public and private sectors. Although the competitive advantage is more related to private institutions, it can be expanded to include "public service", which is the main goal of the public sector (Matthews et al., 2005).

Realizing the importance of employee performance could assist public organizations to improve the delivered service to the citizens (Vermeeren, 2014). Generally, the level of individual employee performance acts as a mirror of overall organizational performance in the public sector. Consequently, employees in public organizations must possess the relevant skills, knowledge, and capabilities to carry out the tasks related to their responsibilities, and strive to perform at a level that exceeds expectations (Horton et al., 2006; Agus et al., 2007).

Employee performance in public sector is highly related to client satisfaction. Therefore, high job performance is crucial to government services,

and presents major management challenges to provide excellent services at all levels (Fountain, 2001).

2.4.2Dimensions of Employee Performance

The measurement of job performance plays an important role in managing employees and improves their performance in organizations (Organ & Paine, 1999). Therefore, organizations evaluate the performance of their employees in order to take appropriate decisions regarding paying allowances, promotions, and layoffs, this is to improve employee job performance, and encourage them through developmental feedback (Murphy & Cleveland, 1995; Rynes et al., 2005). In addition, performance feedback helps employees to better understand themselves, knowing their strengths, developing their weaknesses, and increase their motivation to develop their performance (Aguinis, 2014).

Given its importance, researchers have extensively paid attention to find an accurate measurement for employee job performance and determine its major dimensions, therefore, a number of job performance models have been established (Campbell et al., 1990; Campbell et al., 1993; Motowidlo, 2003). The Triarchy Model of Employee Performance is an influential model recently proposed by (Pradhan & Jena, 2017); the model involves the major aspects of the employee performance which includes task performance, contextual performance, and adaptive performance. The framework of the model provides a comprehensive understanding of the nature of employee performance. The researchers proposed that HR managers and organizational behavior practitioners must apply the explored aspects to improve employee work performance, and create a better work environment.

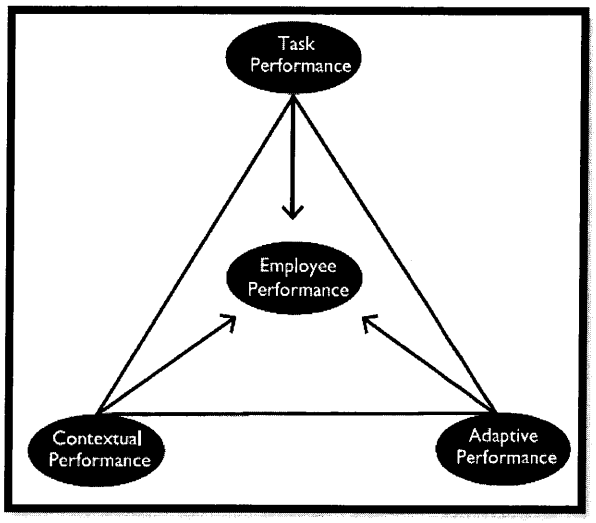


Figure 2: The Triarchy Model of Employee Performance (Pradhan & Jena, 2017)

Task performance refers to the core responsibilities assigned to the employee and are listed in the job description, such as, producing and selling of products, purchasing raw materials and dealing with peers and subordinates (Motowidlo&Kell, 2012). Task performance refers to behaviors and skills demonstrated by employees and have a direct influence on producing goods and services (Werner 1994),.Task performance can be divided to two parts; technical administrative task performance which consists of day to day administration work, and leadership task performance that involves setting strategic goals, planning and directing subordinates (Borman, & Brush, 1993; Tripathy, 2014).

Contextual performance is a kind of social behavior demonstrated by voluntarily assisting colleagues in completing a specific task, and putting in extra effort and time to get the work done(Van Scotter, 2000). It set of behaviors expected from the employee not explicitly mentioned in the job description. Contextual performance depends on employee feelings towards their colleagues, which is called team spirit, in which problems are shared willingly and freely with each other. Also, researchers stated that working as a team results in higher work performance and a happier workplace (Boyt et al.,200; Cohen, & Bailey, 1999).

Contextual performance contains two types of behaviors; the first type is interpersonal facilitation behavior and it includes behaviors that directed to other people within an organization, for instance, sharing information with colleagues to improve the work. The second type of behavior is job dedication and includes behaviors that drive the employees to act in a way that improves the organizational performance as whole, such as, working extra hours, diligently follow rules and procedures, and solve work problem with more enthusiasm(Alibegovic et al., 2009).

Adaptive performance can be defined as a set of skills and behaviors that the employee performs while unexpected changes happened in the work place (Pulakos et al. 2000).There are different eight dimensions of adaptive performance, consisting of (1) the ability of solving problems, (2) dealing with emergency situations, (3) reacting to unpredictable work issues, (4) handling work stress, (5) learning new skills, (6) demonstrating interpersonal adaptability, (7) cultural adaptability and (8) physically oriented adaptability(Pulakos et al. 2000).

(Frame et al., 2006) developed a model called the Measure of Adaptive Performance (MAP). This model consists of nine dimensions: 1- creativity, 2- appropriately reacting to unpredictable situations, 3- cultural Adaptability, 4- emotional control in challenging and stressful situations, 5- ability of understanding others' behavior, 6- flexibility of accepting other's opinion, 7- openness to criticism, 8- keeping knowledge current, and 9- reacting to ambiguous situations.

The aforementioned model has been recently revised by (Marlow et al., 2015) and they found that the nine dimensions adequately represent adaptive performance.

The current research utilizes dimensions mentioned in the two models defined above, which are discussed extensively in relevant literature in the field of organizational bureaucracy:

1- Creativity.
2- The ability of solving problems.
3- Reacting to unpredictable work issues.
4- Adaptability in Crisis Situations.
5- Learning new skills.

2.5Organizations of the Health care sector globally

The healthcare sector has become one of largest industries globally; it is the place where people turn to when they need health care, and is considered as assurance of healthy life for communities. It constitutes a significant part of the country's economy, creating job opportunities and consolidates societies' economies (Kocakulah and Austill, 2007).

Both private and public healthcare institutions are enforced to deal with a changeable environment factors that may upset the internal stability of hospitals (Koumpouros, 2013). Furthermore, the expected average growth of %2.6 per year during (2014-2017) has increased the pressure on governments, healthcare authorities, and insurance agencies to overcome various issues such as massive medical costs, inferior services quality, chronic diseases, aging population and lack of medical infrastructure (Deloitte, 2014).Population growth raised the rate of spending on medical services by 4.4 %per capita(Rye and Kimberly, 2007)

Managing health care costs and satisfying citizen needs in obtaining high-quality services are among the most common issues that governments have faced. Globally, health care organizations suffer from the difficulty of balancing

between the excessive medical costs and provision of high-quality services at the lowest possible costs. The health care sector is a very costly industry compared to other industries, as it requires advanced technology and modern medical tests that are costly. Most hospitals consume large amounts for purchasing and upgrading of its various medical equipment(Deloitte, 2014).

According to (Urden and Walston 2001) healthcare organizations have strived to increase the efficiency of job performance, decrease duplication and improve the quality of health care services through restructuring the whole internal system they applied (Duffield et al., 2007). Generally, hospitals are the most complex management organizations, especially in developing countries; they suffer from inadequate administrative organization, limited sources, insufficient workforce, and primary quality control. Also, they often face challenges in dealing with external forces from changeable environments (Hernandez, 2019).

It is natural to think that health organizations need more strict rules, procedures, more work standardization, as well as central administrative authority to organize and direct healthcare professionals. These design features may be used with in a stable work environment; one challenge of highly controlled organizations is how to treat novel problems in a way that doesn't meddle with existing procedures (Weick & Westley, 1999).

To improve health care performance, organizations need equal managing between strict bureaucratic oversight and the need for rapid response to continuous changes. Control can be practiced partly through setting rules and procedures and adhering to the hierarchy, and partly by establishing professional culture and local leadership. In addition, relying on standardization of work to ensure the quality of performance with the ability to act towards unusual situations is very important, also hospitals should maintain a balance between

work routine and diversity, and between central authority and enough delegation (Carroll & Rudolph, 2006). Binaries should not be seen as threats that defect organizational consistency and cohesion, but as opportunities to improve creativity, innovation and learning. Healthcare organizations must be managed by "Dualities" such as standardization with flexibility, conformity with initiative, accountability with learning, anticipation with resilience, and cost reduction with safety(Cardinal et al., 2004).

The structural characteristics of the health organization have a strong relationship with patient results and employee performance. Where the study conducted by (Aiken et al., 1998)proved that the professionals' sense of independency and control while performing their clinical work and the quality of communication and collaboration between various employees, led to a decrease in the rate of fatigue, increased patient satisfaction, and a decrease in mortality rates, and needle-stick injuries among the nursing staff.

Based on a study conducted by (Alipoor et al.,2017) examining the effect of bureaucratic structural aspects; centralization, formalization and complexity, on job performance in a private hospital in Ahvaz. The findings revealed that the structure was very constrained, and doesn't provide the required level of performance, there is a strong negative relationship between the centralization of authority, formality and complexity and employees performance in hospitals. The researcher has recommended redesigning the organizational structure to be more flexible towards environmental variability's, reduce the rigidity of the rules and procedures, that limit employees' independency, as well as encouraging their participation in the decision-making process. Moreover, the study recommended reducing the gap between top executives and operational employees, as well as the levels of the organization. As an informal relationship will improve the ability of creation and innovation. Enhancing the communication and collaboration

between employees in both direction (top down and bottom up) and listening to their opinions and suggestions will improve their self-responsibility and the commitment towards the achievement of organizational goals.(Alipoor et al.,2017).

A study done by (Shamsi et al., 2016) to examine the effect of job specialization on nurses working in emergency section revealed that job specialization has significantly improved the quality of nurses' performance and increase their proficiency; also nurse specialization has shortened the length of patients staying time in the hospital by 9%.

The American Nurses Association pointed out a number of hospitals with a reputation for being good places to work. It was found that these hospitals possessed a number of organizational characteristics including: flat hierarchy with few supervisors, an adequate delegation of authority for nurses as they can make their own clinical decisions within the area of their competency. The hospitals have established an effective communications channel between nurses and other medical employees, also, the authorities were relatively decentralized at the unit level and the limits were placed on new nursing graduates only. At the same time, heads of nurses have a powerful position in the administrative structure, and always show their appreciation to the nurses through encouraging their initiatives and investing in their education. Furthermore, these hospitals enhanced nurses' accountability and high quality of provided health care services (West, 2001).

The Cardiac Surgery Program at Concord Hospital in the United States of America has established a new structure that supports communication and cooperation between employees of different specialties and positions in the hierarchy. The entire cross hierarchical and cross-service team have succeeded in developing an integrated care plans for each patient, as a result, the mortality

rate in cardiac surgery patients decreased by more than half from the expected rates and increased degrees of satisfaction(Uhlig, et al.,2002). In addition to that, (Flood, 1994) found that the participation of different medical positions in policy making committees has a positive impact on the quality of health care provided to the patients.

Healthcare managers face several pressures to undertake continuous organizational restructuring due to dynamic external forces including: scarcity of resources, advanced and costly technology, and demands for greater efficiency (McConnell, 1998; Keating, 2000). Many healthcare institutions have sought to strategically develop their organizations through radical changing in work processes and their structures, to respond to the pressures described previously. However, it has not been confirmed whether there is a better way, even a particular way, to structure the health care organizations (Duffield et al., 2007).

Due to the emergence of environmental changes that may limit the internal stability of organizations such as new technologies, new competitors, or new governmental regulations. Managers are obliged to continuously develop a structural design that commensurate with those changes, therefore various modifications occur to retrieve the internal balances and achieve stability again, until that new method also becomes incompatible with the changing requirements. Therefore, the structural design process is cyclical (March, 1991).

Generally, there is no empirical evidence or consensus about what form of organizational structure is appropriate for healthcare institutions, many officials have relied on industrial and commercial structures models to reduce costs and increase productivity (Rondeau et al 2002).

2.6The healthcare sector in Bahrain

The Kingdom of Bahrain is a pioneer in the healthcare field, due to its remarkable achievements over the years. Since the early 1990s, it has worked towards achieving the principle of "health for all", including citizens and residents. All the relevant health authorities seek to ensure the provision of organized, integrated, fair, sustainable and high-quality health services for all Bahrainis and non-Bahrainis. Furthermore, authorities are responsible to set health policies and monitor their implementation, while ensuring optimal use of resources in the most efficient and effective manner, for the purpose of providing healthcare with standards based on scientific evidence (bahrain.bh, 2020).

In the context of the Kingdom of Bahrain's endeavor to provide, support, and develop efficient health care systems to both government and private sectors, Law No. 38 of 2009 has been issued for establishing the National Authority for the Regulation of Health Professions and Services, concerned with developing policies for healthcare systems to ensure the efficiency, speed, and effectiveness in providing services and monitoring the performance of all health authorities and following the patients complaints to find appropriate solutions. Also, Royal Decree No. 5 of 2013 issued an order to establish the Supreme Council of Health for the purpose to develop national strategies, means and methods that help improve the performance of health institutions, especially the abilities of doctors, technicians and administrators (bahrain.bh, 2020).

Healthcare in Bahrain consists of large number of hospitals, both public and private; the public sector consists of three main hospitals: (a) Salmaniya Medical Complex, (b) Bahrain Defense Force Hospital and (c) King Hamad University Hospital, while the private sector consists of many clinics, and

specialized centers with an increasing number of specialists and expertise (bahrain.bh, 2020).

However, based on the Ministry of Health's (MOH) report, it has been claimed that the current organizational structure of hospitals needs many developments in order to be aligned with the strategic goals and vision. A number of employees have expressed their abuse of the strictly followed structure, which restricts their independency in performing their work and their ability in service improvement; also they suffer from lack of communication and long procedures imposed by a vertical structure. Department heads have limited power and they are not authorized to make any decisions except by consulting the senior management (ilo.org, 2002). In addition, based on the meeting held by the health sector committee regarding to the obstacles and challenges facing the health sector, the attendees suffer from rigid and long procedures that delays the work process (alwasatnews, 2017). This obstructs the workflow process and ultimately leads to slow responsiveness the current changing environment.

Because of the structural weaknesses mentioned above, and due to the important role of hospitals in protecting individuals' health and improving quality of life. This study will focus on public hospitals, as they are governmental institutions which apply the bureaucratic structure.

2.7King Hamad University Hospital

The main purpose of the study was to examine the impact of organizational bureaucracy on employee's performance in public healthcare sector, specifically in King Hamad University Hospital. The hospital is one of the major public healthcare institutions that can be described as a bureaucratic organizational structure in which characterizes by its vertical hierarchy that consists of four main

layers of management, sixteen administrative departments, three medical departments and one technical section. Normally, in this kind of structure the authority is concentrated in the top level of management, and most of operational processes are controlled through applying a specific rules and procedures with a strict supervision.

King Hamad University Hospital is one of the development projects that the Kingdom of Bahrain has sought in the healthcare sector, which provides integrated and distinguished health services in all medical fields. The hospital was established to Royal Decree No. 31 of 2010 on February 2012 (khuh, 2014).

Moreover, the hospital is a university hospital, built on an area of 64,000 square meters and consists of three main buildings characterized by its comfortable and elegant design, with a capacity of 410 beds (khuhnew, 2018). It consists of various medical sections including Orthopedics, Obstetrics and Gynecology, Out-patient, private practice department, Hydrotherapy unit and others. Also, the hospital includes nine digital operating rooms equipped with the latest medical technology and advanced (OR1) systems, an intensive care unit for both adults and newborns, and emergency section that includes 42 beds and operates 24 hours during 7 days a week (khuh, 2014).

The hospital strives to provide therapeutic services and most advanced health care through the application of quality and excellence standards and benefit from leading expertise in quality and risk management. Due to the significant relationship between good health and educational standards, the hospital collaborates with medical institutions and universities to provide advance educational and training programs. Also, it is seeking to implement the unified electronic file, which is considered one of the first projects of its kind in the world (khuh, 2014).

Recently, the hospital has successfully passed the external audit and obtained the Joint Commission International (JCI) Accreditation that focused on the application of criteria and standards of quality management (bna, 2019).

2.8Research Hypotheses

Based on reviewed literature related to the effects of bureaucratic structure on employee performance, the following hypotheses have been drawn:

H01: There is no statistically significant relationship between *hierarchization* and employee' performance in the workplace.

H_{a1}: There is statistically significant relationship between *hierarchization* and employee' performance in the workplace.

(2) H_{02}: There is no statistically significant relationship between *centralization* and employee' performance in the workplace.

H_{a2}: There is statistically significant relationship between *centralization* and employee' performance in the workplace.

(3) H_{03}: There is no statistically significant relationship between *specialization* and employee' performance in the workplace.

H_{a3}: There is statistically significant relationship between *specialization* and employee' performance in the workplace.

(4) H_{04}: There is no statistically significant relationship between the *formalization* and employee' performance in the workplace.

H_{a4}: There is statistically significant relationship between the *formalization* and employee' performance in the workplace.

(5) H_{05}: There is no statistically significant relationship between *standardization* and employee' performance in the workplace.

H_{a5}: There is statistically significant relationship between *standardization* and employee' performance in the workplace.

2.9 Research Framework

In order to test the research hypotheses and measure the effect of the bureaucratic structure on employee' performance the dependent and independent variables have been set as follows:

- Dependent variable: *Employees performance* which is a construct and will be measured by its three aspects: task performance, adaptive performance, and contextual performance.

- Independent Variables: consisting of the components of the bureaucratic structure: *Hierarchization, Centralization, Specialization, Formalization and Standardization,*. All are constructs and they will be measured by using several questions.

Independent variables **Dependent variables**

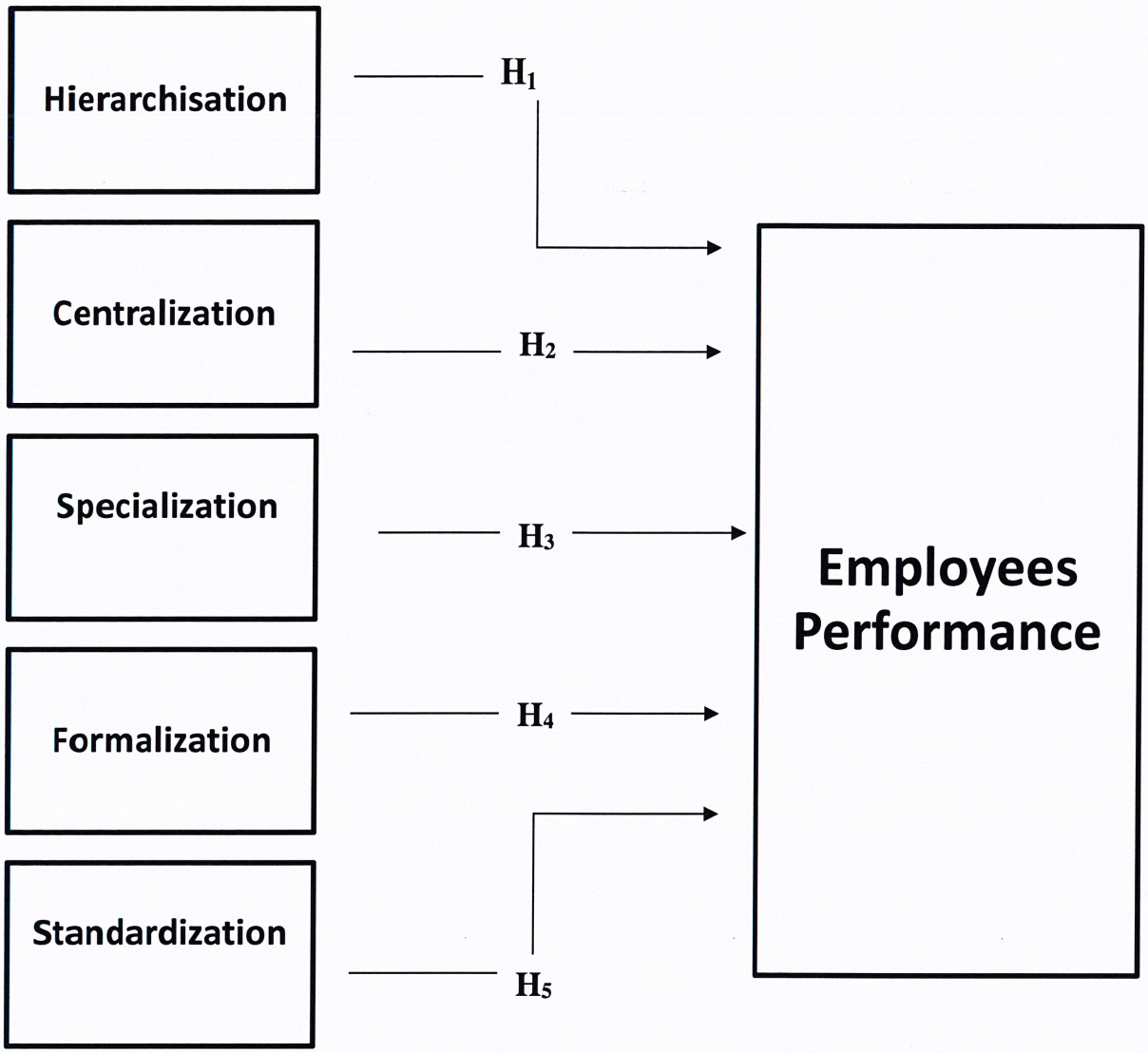


Figure 3: theoretical Framework of the Study

2.10Summary

Organizational structure is the essential construction of any organization, directly impacting job performance. The bureaucratic structure is one of the most common organizational structures applied by most public organizations. The researcher particularly focused on the public healthcare sector due to its importance in providing' healthcare services to maintain and improve the quality of citizens' lives.

The researcher was interested to identify major bureaucratic structure dimensions, and examine their impact on employee' performance using relevant previous studies and literature done on this topic, as well as the challenges of applying this kind of structure.

Thus, the chapter begun with a general identification of organizational structures and their importance to organizations, followed by its basic types and elements. Then the chapter demonstrated the concept of bureaucratic organization and investigated its five main factors derived from the Weber Model, explaining the positive and negative effects on employee performance. Finally, the chapter went on to explain the mechanisms of public healthcare internationally, and locally pertaining to the Kingdom of Bahrain.

As previously mentioned, bureaucratic organizations have appeared at the beginning of the nineteenth century, and many organizations still apply the bureaucratic system until our present time. Therefore, the chapter included various classical and modern studies references due to the large number of studies made about this topic.

Chapter 3

Chapter3: Methods & Procedures

3.1 Introduction

This study aims to explore how the dimensions of the bureaucratic structure are associated with the level of individual job performance in KHUH. The researcher focused specifically on this field due to its obvious effect on employee performance. In doing so, the decision makers in those institutions can develop an effective framework of bureaucratic dimensions to enhance the employees' performance and improve the organizational performance as a whole.

In the previous chapter, literature, including empirical studies, was presented to provide a clear understanding of the major dimensions of bureaucratic structure. This chapter provides an overall image of the research methodologies and approaches adopted to collect and analyze the data.

This chapter clarifies the research strategy and approach, followed by discussing the research methods used to collect the data, determining the entire population, sample size and sampling procedures, research instruments, the process of data collection, scale reliability and validity, as well as statistical techniques used to analyze the data, and ends with ethical consideration.

So, the reader will have a comprehensive understanding of the statistical techniques and methods used to analyze the data in the next chapter.

3.2 Research Approach

A research can be adopted either using an inductive approach or a deductive approach or mix of them (Saunders et al., 2009). An inductive approach relies first on an observation to explore a field, then review theories, while deductive approach begins with reviewing theories then developing hypotheses and examine if they true or not (Zikmund et al. 2010)

The researcher has concentrated on applying a Deductive approach. Based on existing theories, the hypotheses have been formulated, followed by the process of collecting data, and then analyzing the results and conclude whether to support or reject hypotheses. That is, it moves from a general concentration level to a more specific focus.

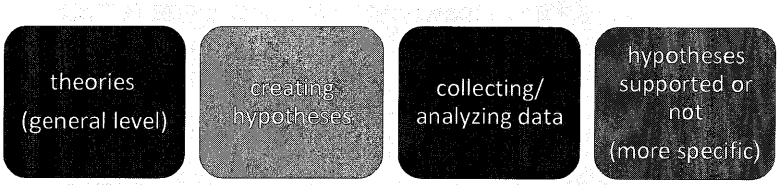


Figure 4: research approach

3.3Research strategy

The research strategy indicates the overall approaches selected to consistently integrate the various components of the research logically. This will ensure that the research problem is effectively addressed.

The study was established to find the impact of the major components of a bureaucratic structure (Hierarchization, Centralization, Specialization, Formalization and Standardization) on employee performance. Two types of statistical methods were applied in this study: descriptive and inferential statistics. The descriptive design is used to figure out and summarize the characteristics of the study population and present them in meaningful graphs. At the same time, the inferential statistic is applied to come up with a conclusion from a selected sample and generalize them to the whole population by using distinguishing analyzing methods, such as regression and correlation analysis(Amin, 2005).

A combination of quantitative and qualitative methods has been employed. The reason for applying the two methods is to provide a comprehensive understanding of the relationship between variables. Also, to improve the findings of data analysis by covering the limitations of one type of data by strengths of another, each method will support the other method's results. Thus, data was collected through distributing a questionnaire and conducting interviews with a selected sample from the KHUH population

The following figure (3.2) indicates the flow chart of this study:

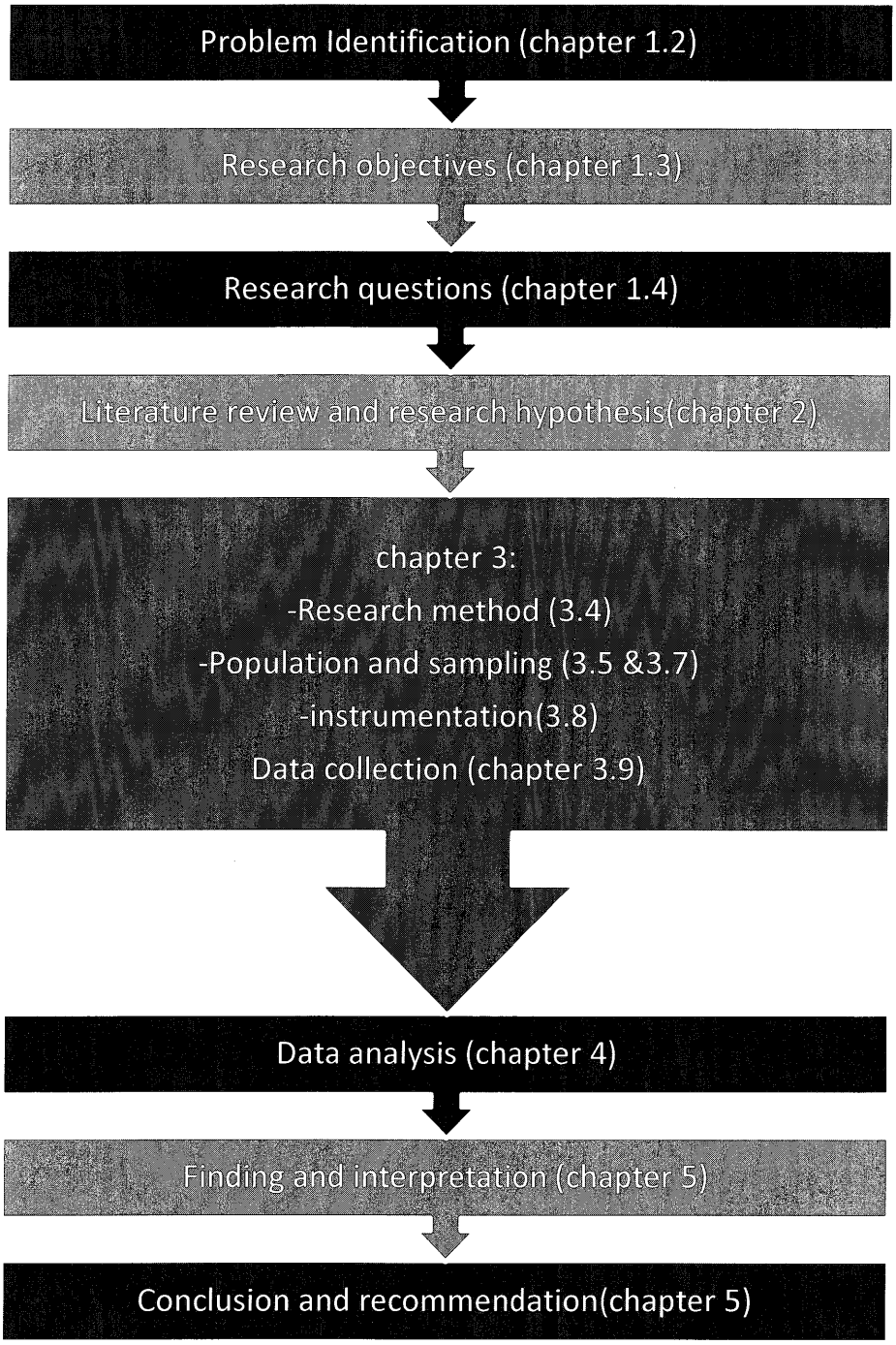


Figure 5: Research flow chart

3.4 Research method

In order to meet the research objectives, both qualitative and quantitative methods have been employed in this study. First, the qualitative research method is a process of collecting and analyzing non-numerical data, such as images, video, audio or text (Flick, 2018). It relies on investigating causes experiences and judgments towards a particular issue and draws a deep insight about certain phenomena. It helps to understand how people are thinking about the concerned subject by expressing their opinion, feelings and experiences and interpreting their actions (Schwandt et al., 1989). In this method, the data could be collected through several ways like interviews, observations, or open-ended questions.

The main advantages of applying the qualitative method are the accuracy of the collected data, as it provides a detailed explanation of how and why a certain phenomenon occurred (Creswell, 2002). The researcher can also easily analyze respondent experiences, behaviors, opinions, and emotions, due to the direct interaction between the researcher and the participant (Rahman, 2020).

Furthermore, through qualitative research, the researcher can figure out the respondents' experience in specific settings, which enrich the information needed to recognize the research problem. However, qualitative research findings cannot be generalized to the whole population because few people are generally studied using this method. Furthermore, qualitative research depends on researcher's capabilities, skills and own interpretations and judgments (Rahman, 2020).

The quantitative method issued to collect and analyze the data as well. It is a valuable and accurate strategy that relies on quantified measurement in collecting and analyzing data and examining a relationship between variables using statistical techniques (Becker et al., 2012). Quantitative research can be used to collect data for a large number of respondents and provide extensive analysis for the research to come up with useful results (Collis & Hussey,

2013).Moreover, analyzing the data is less time consuming by using computational techniques such as MS-Excel or SPSS. Also, using quantifiable scientific methods makes collecting and analyzing the data easier to explain and understand by both researcher and reader (Connolly, 2007). Lastly, the findings of this method are likely to be generalized to the whole population as it involves the reflected sample that could be randomly selected (Carr, 1994).

Based on the explanation in previous paragraphs, mixed approaches have been implemented in this study to configure a comprehensive understanding of the relationships between the study variables. Qualitative research is important to identify some underlying perceptions of employees working in bureaucratic organizations, and enrich the study by their various opinions and experience about bureaucratic structure and its impact on their performance based on their attitudes in the workplace.

On the other hand, analyzing data using quantitative research is necessary to recognize the relationship between variables of this study. Also, the researcher can come up with conclusive judgments resulted from statistical techniques applied in this method rather than personal judgment. Thus, the findings can be generalized to the entire population of public health care sector.

3.5 Research Population

Population is the broadest set of individuals in which the researcher intends to study and generalize the findings resulting from analyzing the representative sample data (Bell et al., 2018). In statistics, the term of the population defines as every element within a group that similar shares characteristics distinguish them from other group (Sekaran &Bougie, 2016). It may refer to a group of people, institutions, events, objects, etc. (Mugenda & Mugenda, 2003).

The population of this research is the employees of KHUH. The total Number of employees is 2958, from both medical and administrative departments, as well as, from different managerial levels of the hospital. The administration consists of 16 main departments with a total number of 769 employees; it includes heads of departments, team leaders and lower-level employees. Administrative employees are those working in the hospital's administration, such as financial department, human recourses department and IT department. On the other hand, the total Number of medical employees is 2189 where consists of doctors, nurses and allied staff. The percentages for both administrative and medical employees to the total Number of employees are 26% and 74%, respectively.

3.6 Research Data

Data collection is one of the crucial steps that the researcher conducts in statistical analysis after constructing the research hypotheses and questions. The process of collecting data fall into two main categories, primary and secondary data (Ajayi, 2017). Primary data is data that the researcher gathers for the first time to build an overview of the study topic, through the use of interviews and /or questionnaires. Conversely, secondary data is already produced by others and published in various sources such as books, websites, and newspapers; it is applied mainly to obtain a preliminary understanding of the research subject.

3.6.1 Primary Data

As previously mentioned, primary data is data collected to solve the problem of the current study (Saunders et al., 2009). Primary data can be

collected using different methods such as questionnaires, interviews, and observations.

This research followed both qualitative and quantitative research approaches to collect and evaluate the primary data; the qualitative research method has been applied in the form of in-depth interviews, whereas the quantitative method is used to construct and distribute questionnaires to a selected sample.

3.6.2 Secondary data

The researcher relied on various secondary data such as journal, articles, websites, official reports, and e-books to get more knowledge about the field of this study.

The researcher has reviewed many types of research and statistics developed in the field of organizational bureaucracy to acknowledge the history of the emergence of the bureaucratic organization, illustrate its characteristics, and impact on job performance, to figure out the challenges faced by employees who are working in these organizations. The research scope included previous studies applied in various countries of the world, including the Kingdom of Bahrain, as presented in chapter two..

Also, the researcher went through relevant reports, and press releases published by the MOH of Bahrain, Supreme Council of Health, and outcomes of conferences and meetings held by health care institutions that configure the level of employees' performance and obstacles they faced.

The data derived from literature has been used to develop and construct the theoretical frame work of this research, and help select the suitable statistical techniques to collect and analyze the primary data of the study.

3.7 Research Sample

Due to the various difficulties of collecting data on the whole population, taking an appropriate subset from the targeted population is a statistical technique used to facilitate the data collection process, and provides statistical results that can be generalized to all respondents of the population; it's called a sampling process (Trachoma, 2006). In general, the sampling process can be divided into two main types; probability and non-probability sampling.

Probability sampling means that each element of the entire population has an equal chance of being selected; the sample is randomly chosen from a sampling frame representing all population items (Mugenda & Mugenda, 2003). Unlike the non-probability technique in which the sample is selected based on subjected judgment rather than random selection.

Probability sampling has the greatest freedom from human bias in selection; therefore, Stratified Random Sample, one type of probability sampling technique, was applied to select the sample under this study's quantitative method. Stratified Random Sample technique involves segregating the population into sub-groups with common qualities; each subgroup is usually called strata (Patton, 2001). This method is more appropriate when the study's target population is heterogeneous, as it contains a number of distinct categories with different characteristics. Then, the Simple Random Probability method is used to select the sample from each stratum randomly.

This method is used to ensure that each element within the population has an equal chance to be selected, that is because each subgroup will get an equal representation while selecting the sample. Generally, employees in hospitals are divided into two main groups, medical crew and administrative crew; therefore

the researcher specifically chose this type of sampling technique in order to equally cover both groups of the population.

To do so, the master list of all employees working in KHUH has been requested from the Human Resources department in the hospital; the list consists of employees names, positions, departments and email addresses, the list was divided to two main groups; medical and administrative crews, then the researcher has given each name in each subgroup a unique number, the medical employees were numbered from 1 to 2189, and the administration employees names were numbered from 1 to 769.The sample has been selected randomly from each group using a random selection website (decode.fr).

Conversely, a non-probability sampling technique has been adopted to collect the data while implementing the qualitative research approach. The sample was selected using an Expert sampling technique. The researcher chose people who have extensive knowledge in public healthcare organizations. Therefore, number of department managers, and team leaders who are working for more than five years in the hospital have been selected. Non-probability sampling is a more practical method compared to probability sampling as it provides rich information with less time and expenses. Non-probability sampling technique can be representative if applied correctly (Saunders et al., 2009).

3.7.1 Sample size

The determination of an adequate sample size is an extremely important step in applying a statistical research in order to get valid results and generalized conclusions. The sample size may lead to incorrect outcomes if it is too small, even if the study was well conducted. Therefore, a representative sample size must be selected.

Statistically, the determination of sample size is influenced by a number of factors, including (1) level of precision, (2) confidence level and (3) degree of variability (Israel, 1992). Therefore, the sample size of the entire population of 2958 is 341 with a 95% confidence level, 5% level of precision and 50% degree of variability, through applying the sample size formula through the website (raosoft.com).

In order to calculate the sample size of each group in the population, the percentage of sub-group has been multiplied by 341, so, the sample size of administrative staff is 89 and 252 for medical staff, as shown in the table below.

Calculation of sample size			
Sample size of a given population of 2958 with 95% confidence level, 5% level of precision and 50% degree of variability.	341		
Departments (Groups)	**Number of employees in each sub-group**	**percentage of sub-group**	**sample size of sub-group**
Administration employees	769	26%	89
Medical employees	2189	74%	252
Total	**2958**	**100%**	**341**

Table5: calculation of sample size

Unlike the quantitative method, the qualitative analysis method needs a smaller sample size. According to (Creswell, 1998), qualitative sample sizes range between 5 and 25, while (Morse, 1994) suggested six participants at least; therefore, the researcher has selected six participants based on their position and years of work experience in the hospital.

3.8 Instrumentation

Instrumentation refers to the tools utilized to obtain the required data from the research sample. As mentioned earlier, both quantitative and qualitative methods are employed in this study; therefore, questionnaires and interviews have been used as research instruments to collect the data. The questionnaire is used for gathering data from the selected sample using close-ended questions; on the other hand, in-depth interviews have been conducted with six expert participants to figure out their perceptions on organizational structure in the hospital. The collected information is essential to build a better understanding of quantitative research results. The details of each instrument are discussed below.

3.8.1 Questionnaire

3.8.1.1 Development of the questionnaire

A questionnaire is a research tool containing a set of questions required to be answered to collect data from its respondents. It can be carried out through telephone, mail or face to face. Furthermore, it is one of the most efficient ways of obtaining data from a large number of people in a short time period. The questions are usually close-ended format, open questions or both, depending on the purpose of the study (McLeod, 2018).

For the purpose of measuring the relationship between bureaucratic structure and employees' performance, a self-administered questionnaire was created by the researcher and distributed to the selected respondents. The questionnaire began with a small introduction that specifies the purpose of the study, and ensures the confidentiality of the information collected, and made clear its use for scientific interest only. Then, individual demographic questions were presented in order to describe the sample characteristics, made up of six questions related to employee gender, age, nationality, educational level, job category, and work experience. Subsequently, the 5-Point Likert-scale used to measure each of

the research variables using set of statements to be answered by selecting one of the following points (strongly agree = 5, agree = 4, neutral = 3, disagree = 2, strongly disagree =1); the highest score indicates strongly agree with the statement, whereas the least score indicates strong disagreement.

The questions have been extracted from previous studies similar to the current study field, with adding lots of modifications where required. The questions have been simplified, in both English and Arabic, to be easily read and understood by the employees from different nationalities that make up KHUH.

Most of the questions were written as positive statements, while part of them was stated as negative, this is to reduce the HALO effect in the questionnaire and decrease the biased responses that lead to illogical results(Lüttin, 2012). All questions have been carefully reviewed and approved by the supervisor of this study.

Then, the piloting approach was applied by distributing the questionnaire to a selected group of the target sample, to ensure that all questions are clear and understandable. After that, the questionnaire was uploaded to Survey Monkey.com, and the link was sent to the selected respondents e-mail addresses.

3.8.1.2 Questions Sources

All questions or statements were imported from relevant previous research and literature with applying many changes and enhancements to suit the research content.

To measure employee performance, which is the dependent variable of this study, the *Triarchy Model of Employee Performance* has been adopted. The model consists of the basic aspects of employee performance, including task performance, adaptive performance, and contextual performance.

Each aspect was measured using several scales. Both task and contextual performances have been measured by using 3 questions each and 6 questions have been adopted to measure the adaptive performance, in order to cover all its various aspects listed in the literature review.

Besides, each independent variable has been measured using numerous statements; Hierarchization and Centralization were measured by adopting 6 items, while Specialization, Formalization and standardization by 5 items for each.

3.8.1.3 Pilot study

Executing the pilot study is one of the essential steps before distributing the questionnaire to the respondents. It's important to improve the questionnaire's quality and find unobserved deficiencies that might lead to biased answers. Piloting or Pretesting can help identify questions that do not make sense to the respondents and allow the researcher to make needed alterations before distributing the questionnaire to the real sample (Saunders et al., 2009). Also, this step is very useful to increase the reliability of the research.

Therefore, after creating the first version of the questionnaire, it was distributed to 10% of total employees (30 employees) selected from the target sample in order to get their feedback on whether the questions are completely clear and understandable or not. Based on their recommendation, the questionnaire has been written in both English and Arabic languages, as such statements include academic terms that are incomprehensible to some respondents. In addition, most of the statements have been paraphrased to be shorter and easier to read and understand and reduce the time spent filling the questionnaire. Lastly, the questionnaire was presented to the statistical specialists' team in the Research and Ethics Department in KHUH, and further amendments were made before distributing the questionnaire.

3.8.1.4 Distribution of the Questionnaire

An official request has been submitted to the Training and Research Department in the hospital in order to get their approval for collecting the data. The request has clarified the 'study's purpose, the research problem, research objectives, sample size, and data collection methods. Also, a draft of the questionnaire has been attached based on the department request. The approval has been received on the 20th of June 2020, the process of distributing the questionnaire began after getting the approval.

An online questionnaire was created and shared with the targeted sample using Survey Monkey.com; online questionnaires are one of the fastest, and cheapest sources of collecting data. As it is being gathered automatically, and can directly be converted to MS-Excel program or any other statistical software. In this way, the possibility of error is greatly reduced as the responses will be input directly into the system instead of manually entering.

Online questionnaire are also very easy and convenient for respondents to fill out whenever they want without rushing them to finish quickly. This can raise the rate of responses and increase the accuracy of the answers. Monkey Survey forms are one of the web-based questionnaire tools that offer a wide variety of selections and features, different templates and many question format.

The researcher has randomly selected three hundred respondents from the list of administrative employees and four hundred from the list of medical employees. Therefore, the total emails sent are 700 emails. This is to ensure that the number of responses will reach the required sample size of this study. Employees were selected from a master list obtained from KHUH HR department, where the list consists of employees' names, departments and email

addresses. Then questionnaire link was sent to each selected respondent through e-mail.

3.8.2 Interview

An interview is a qualitative research instrument used mainly to develop an understanding of people's insights and perception towards a certain issue. The researcher has conducted 6 in-depth interviews with employees in different departments in the hospital to obtain more details about the impact of bureaucratic structure on their performance, through explaining their work experience, challenges they face, and facilities provided by the followed structure in the hospital.

All interviewees have more than 5 years' work experience in KHUH, three participants were from middle management, and the other three were team leaders from different departments. The researcher was interested in choosing this category of employees due to their experience on the organizational system, and its extent on the impact on job performance in both administrative and medical fields. Each interview lasted around 20 minutes, and all participants comments were registered in a notebook for analyzing and evaluating purposes.

3.9 Data collection Process

The process of collecting data has taken around three months starting from July 2020 ending on September 2020. As stated in previously, 700 respondents were selected randomly, and got the questionnaire through email. Many reminders were sent after sending the initial email, until there were enough

responses for the required sample size. After removing all responses with biased answers, the total Number of completed responses is 315 as shown in the table 6:

Departments	sample size	No. of selected respondents	Number of received responses
Administration employees	89	300	103
Medical employees	252	400	212
total	**341**	**700**	**315**

Table6: Number of Responses

3.10 Data analysis techniques

Once the data was collected, the statistical analysis process was started. Data analysis is the process of systematically applying statistical techniques to describe, illustrate, and evaluate data to come up with a conclusion for the intended study. The data was analyzed using Statistical Package for the Social Sciences (SPSS) version 26; its one of most popular statistical analysis software, used by most scholars and researchers, where the user can enter the collected data and apply all statistical tests required for the study. One of the reasons of particularly selecting the SPSS software is its high capabilities of interpreting and analyzing large amount of data for any type of studies, also the software is suitable for beginner users as it is easy to learn and use, and can be easily downloaded to the' user's PC.

Accordingly, the researcher has extracted the data from Monkey Survey application and converted to excel sheet, where the data was edited and coded, and all negative statements' were converted to positive, then the data was imported in SPSS to analysis.

The analysis phase started with descriptive statistics as applied to briefly describe the sample's features, giving short representation about the respondents'

properties, and measures the central tendency of the data through calculating the mean and standard deviation for each studied set of variables. Then, reliability assessment was performed using Cronbach's Alpha coefficient. Reliability was performed after adjusting for any negative (or reversed) item.

Before selecting kinds of inferential statistical tests to be applied for this study, outliers were checked using box plot, and the data has been assessed for whether of being parametric or non-parametric. Parametric tests require that the collected data follow a normal distribution, and then certain tests such as t-test, Pearson Correlation Coefficient, ANOVA, Regression Analysis etc., can be adopted. In contrast, the non-parametric test that does not require the normality of the data distribution. Non-parametric tests include Friedman test, Mann-Whitney U tests, Kruskal-Wallis H test and Spearman rho for correlation. Inferential statistics are valuable techniques used when examining whole population members is not possible; it is generally used when it needs to draw a conclusion about a large population by taking and analyzing a proper sample from it. The statistical significance considered from the inferential statistical tests was 5% or 1% significance levels.

3.11 Validity and Reliability

Reliability and validity are the two most essential concepts applied to assess the measurement instruments used in research. The purpose of applying reliability and validity tests is to ensure the stability, truthfulness, and quality of the research findings and increase research accuracy (Altheide & Johnson, 1994).

Reliability refers to the consistency of a measure, in which responses are constant across the multiple-item measure. That means that all items in the scale measure different aspects of the same feature. High reliability indicates that

research measurements obtained in one session are representative, dependable and consistent over time. Reliability can be statistically tested using Cronbach Alpha, where the test result ranges from 0 to 1; the higher rate indicates the higher reliability of the measurement. Generally, 0.7 is a minimum rate for a measurement to be considered reliable (Pallant, 2013). The results of the reliability test of this study will be presented in chapter 4.

Validity measures the compatibility of the questionnaire results with the real situation; it refers to the accuracy of the measuring instrument (questionnaire) on what is supposed to be measured. Validity is divided into two main parts: internal (credibility) and external (transferability). The internal validity measures the instruments' ability to measure what it is expected to measure (Makore&Rukuni, 2001), whereas the external validity indicates whether the research findings can be generalized to other groups of interest (Last, 2001).

Based on previous research and literature, the researcher has developed an appropriate measurement instrument to measure the research variables. The proposed questions were then presented to the supervisor of this study to ensure that all variables have adequately covered and to do any necessary adjustments if required. Finally, before distributing the questionnaire, the researcher has conducted a pilot test to demonstrate the instruments' internal consistency, the following table 7 presents the test results:

Composite variable	Total number of items	Alpha Cronbach's coefficient of reliability	Reliability level
Employee performance	12	.660	Reliable
Bureaucracy	27	.659	Reliable

Table 7: Reliability results using Alpha Cronbach's coefficient method

3.12Ethical considerations

Ethical considerations have been taken during all stages of data collection. As mentioned previously, a request was sent to the Training and Research department of the hospital to take their permission for distributing the survey; the request has clearly stated the aim of the study and ensured that the collected data would be confidentially used for scientific purposes only. Besides, the respondents were well informed about the study purpose as mentioned in the introduction of the distributed questionnaire. Moreover, the questionnaire does not include any questions related to the respondents' personal information such as name or address. Finally, the research findings were presented only in this paper, and no individual responses were revealed.

3.13 Summary

This chapter explained the various methodologies used to examine the hypotheses of this research, with a detailed justification of using each of them. The chapter began with specifying the research strategy that identifies the type of statistical techniques used to analyze the data, followed by identifying the research population, sample and sample size. Then, the two types of collected data, primary and secondary, were clearly discussed in detail, as well as, the tools utilized to collect them.

Moreover, the chapter has highlighted the data analysis methods used in analyzing and evaluating the data in the next chapter, and proved the reliability and validity of the tests applied to examine the research instruments. It concludes with ethical considerations that were committed by the researcher.

The next chapter presents the applied analysis findings and compares them with the findings of previous studies discussed in chapter two.

Chapter 4

Chapter4: Results & Discussions

4.1 Introduction

This chapter reports the data analysis and results revealed based on the questionnaire and interviews to answer the research questions and measure the validity of the research hypothesis. First, the descriptive analysis that describes the sample characteristics will be presented in tables and charts, then the inferential analysis tests will be shown as well, and the results will be discussed. Lastly, the analyses of data collected from in-depth interviews will be explained at the end of this chapter.

4.2 Questionnaire Findings

This section presents the data analysis and results revealed based on the field questionnaire. The data analysis was performed using descriptive analysis, and inferential analysis. Therefore, the results and findings discussed in this chapter present the researcher's contribution to the field of the Influence of Bureaucratic Structures on Employee Performance in the Public Healthcare Sector.

The field questionnaire responses were exported from Survey Monkey forms in Excel format and then imported into IBM SPSS version 26. The survey variables were coded properly as per the questionnaire design, and the appropriate measure (nominal, ordinal or scale) was assigned to each variable. All statistical analysis was made using IBM SPSS version 26 and the graphical representations

were performed using MS-Excel. The researcher can disclose all data and output files produced during the data analysis upon request.

The descriptive findings are presented in the form of frequency tables, mean values, standard deviation values, and visualization using graphs. In addition, the inferential findings are presented in the form of statistical significance tests that assess any demographic effect on the studied variables, correlational analysis, and regression model analysis.

4.2.1 Frequency distribution analysis

This section describes the main characteristics of the respondents that partook in this research, through presenting their demographic properties such as: gender, age, nationality, level of education, job category, job position, work experience, and illustrate them using charts or tables. It also presents the descriptive statistical analysis for each of study variables by calculating the mean and the standard deviation.

4.2.1.1 Demographic characteristics

Essential characteristics of the selected sample were presented by using percentages and frequencies. The questionnaire included questions related to respondents' gender, age, nationality, level of education, job category, position, and work experience. This information creates a clear background about the respondents of this study.

A. Gender Analysis:

Gender				
		Frequency	Percent	Valid Percent
Valid	Male	112	35.6	36.6
	Female	194	61.6	63.4
	Total	306	97.1	100.0
Missing	System	9	2.9	
Total		315	100.0	

Table8: Distribution of the sample respondents by gender

Table 8 above shows that 194 (63.4%) respondents in the surveyed sample were female compared to 112 (36.6%) male respondents. This distribution is a fair representation of the KHUH workforce population that is dominated by females.

B. Age analysis

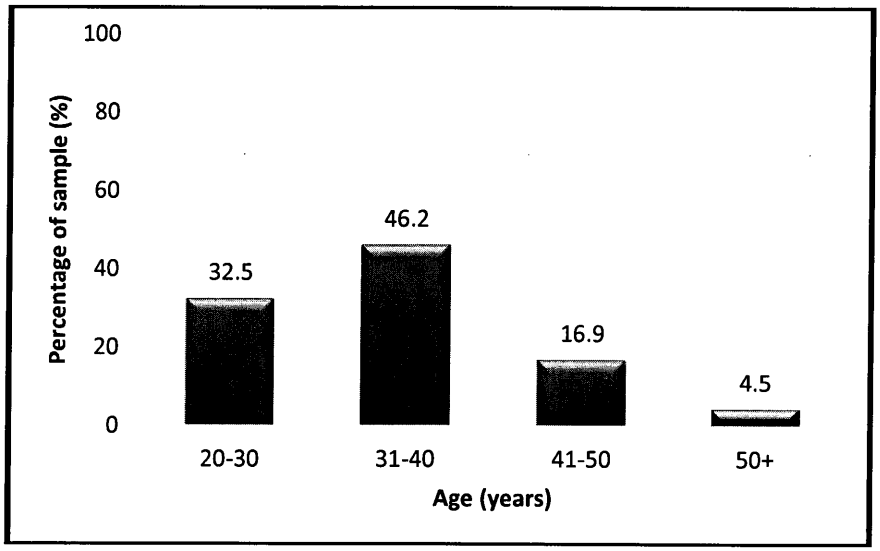


Figure 7: Sample respondents by age %

Figure 7 indicates that most of the respondents 247 (78.7%) were young ranging from 20 to 40 years, while only 14 (4.5%) were aged50 years and above.

The remaining 53 (16.9%) of respondents were aged from 41 to 50 years. The findings exhibited that most employees in KHUH were young.

C. Nationality analysis

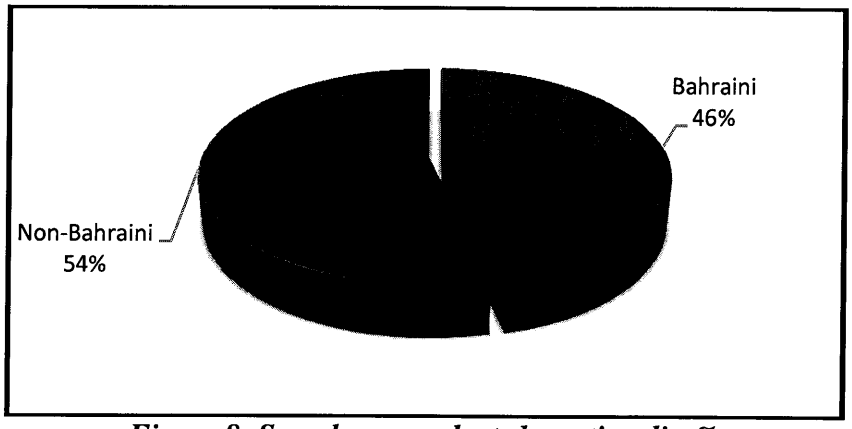


Figure 8: Sample respondents by nationality %

In terms of representative nationalities, the above figure 8 showed that 169 (53.7%) respondents hold a non-Bahraini nationality compared to 146 (46.3%) who hold a Bahraini nationality. Thus, the dominant workforce of KHUH is non-Bahraini employees.

D. Education level analysis

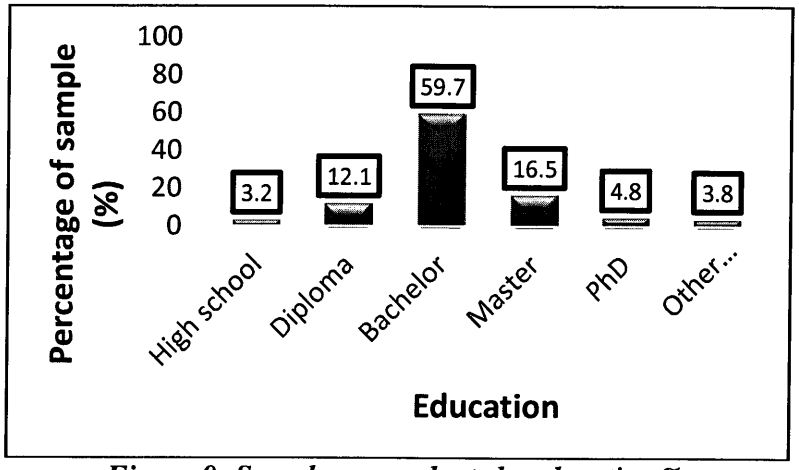


Figure 9: Sample respondents by education %

Figure 9 shows that KHUH selects medical and administrative employees with high qualifications and excellent competencies. As indicated in the education level chart above, the majority of employees hold Bachelor degrees, as their percentage reached 188 (59.7%), followed by 52 (16.5%) who hold a master degree, and about 38 (12.1%) of respondents a diploma certificate. About15 (4.8%) of the respondents are PhD holders, while 12(3.8%) have other professional certificates, and only 10(3.2%) have high school certificate. Thus, the results revealed that the employees in KHUH are well-educated.

E. Job category analysis

Job Category			
		Frequency	Percent
Valid	Administrative Staff	103	32.7
	Medical Staff	212	67.3
	Total	315	100.0

Table9: Distribution of the sample respondents by job category

Since this study was implemented in one of the major hospitals in Bahrain, it is expected that the number of medical employees exceeds the number of administrative employees. Therefore, most of the respondents were from the medical crew with a total number of 212 (67.3%), as illustrated in table 9 above. While the rest of the respondents 103 (32.7%) were employees who are working in different administrative departments. Medical employees' responses were very important to this study as they are the dominant category in the hospital.

F. Administrative positions analysis

Administrative positions				
		Frequency	Percent	Valid Percent
Valid	Employee	68	21.6	66.0
	Team Leader	18	5.7	17.4
	Manager	17	5.4	16.5
	Total	103	32.7	100.0
Missing	(Medical employees)	212	67.3	
Total		315	100.0	

Table 10: Distribution of the sample respondents by Administrative positions

Dividing employees according to their managerial level is a very important classification, so to be able to measure the effect of organizational bureaucracy on administrative employee performances in different managerial levels. Table 10 above demonstrated that 68 (66%) respondents were employees from lower-level management, followed by 18(17.4%) team leaders that supervise lower level employees, while the remaining 17 (16.5%) were managers of various administrative departments as they are considered middle-level managers. So, the sample consisted of employees from three different managerial levels of the hospital. This distribution reflects the administrative positions distribution of the KHUH workforce population, which is dominated more by employees in lower organizational structure levels.

G. Medical positions analysis

Medical positions				
		Frequency	Percent	Valid Percent
Valid	Nurse	104	33.0	49.0
	Doctor	72	22.8	34.0
	Allied	36	11.4	17.0
	Total	212	67.4	100.0
Missing	(administrative employees)	103	32.6	
Total		315	100.0	

Table11: Distribution of the sample respondents by Medical position frequency

In this study, the medical positions were classified into three main categories; doctors, nurses, and allied employees. The findings in the table 11 above show that the nurses were the highest representation respondents with a percentage of 104 (49.0%), followed by 72 (34%) for doctors, while the remaining 36 (17.0%) were allied employees. This distribution reflects KHUH's workforce population medical position distribution, which is dominated more by nurses.

H. Work experience analysis

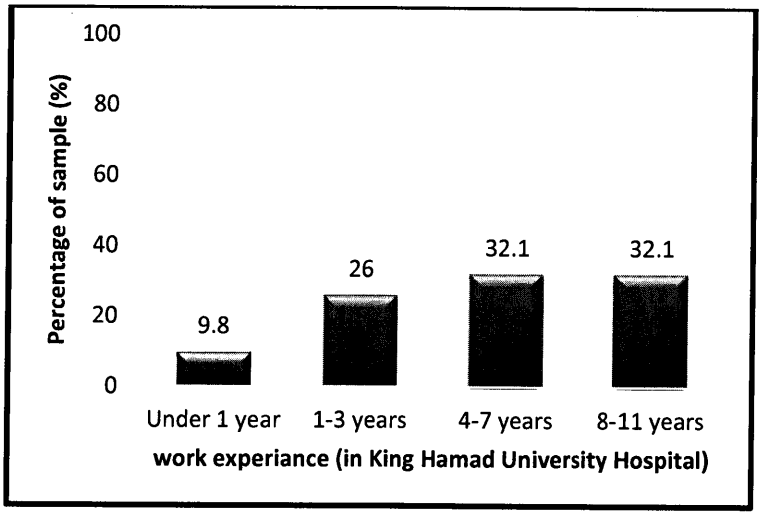


Figure 10: Sample respondents by Work experience

Work experience is one of the most important features affecting this study's findings. Employees with higher work experience can provide more valuable information as they are more knowledgeable about the organizational system, and how it influences the workflow in the hospital. The above figure10 showed very interesting outcomes, as the major category of the selected sample consisted of 202 (64.2%) respondents boast between 4 to 11 years of work experience, followed by 82 (26%) of respondents boasting 1 to 3 years, and only 31 (9.8%) had under 1-year experience.

4.2.1.2 Descriptive Statistics analysis

This section presents the findings of descriptive statistical analysis applied to measure the variables influencing job performance in KHUH. The measurement scale consisted of five independent variables reflecting the main dimensions of the bureaucratic structure (Hierarchization, Centralization, Specialization, Formalization and Standardization) and one dependent variable (employee performance) measured by its basic performance aspects.

Each variable was measured by a set of statements using five point Likert scales, and both mean and standard deviation scores have been used to measure the variables. Therefore, the average values were ranging between 1 and 5 while measuring each variable. The mean can be defined as the average value used to estimate total respondents' perception; it refers to the center of distribution of values (Bakker &Gravemeijer, 2006). While the standard deviation is the measurement of how closely the individual responses are around the mean value, it is commonly abbreviated as SD (Hassani et al., 2010).

A. Employee Performance

Employee Performance			
Aspects	Statement	Mean	SD
Task Performance	I handle my work tasks without much supervision	2.80	1.152
	I handle multiple tasks for achieving organizational goals	2.96	1.191
	I complete my tasks on time	4.29	.714
Adaptive Performance	I came up with creative ideas in my work field	3.00	1.096
	I decide on taking actions to resolve work problems	2.93	1.059
	My supervisor always relies on me to suggest new solutions	2.92	1.008
	I take initiative when there was a problem to be solved	3.18	.978
	I performed well when something unexpected happens	2.97	.982
	I am continually learning new skills to keep my competencies up to date	3.12	1.132
Contextual Performance	I help colleagues in getting work done	3.20	1.014
	I support my colleagues when they have a work problem	3.35	.977
	I share knowledge among my team members to improve the work	3.24	.944

Table 12: Mean and standard deviation of Employee Performance

The findings in table 12 above indicated that the mean of employee performance is ranging between 2.8 and 3.35 except for the statement (I complete my tasks on time) in which the mean was 4.2. This shows that the level of employee performance in KHUH is at a moderate level of agreement. The employees were doing well in performing the assigned tasks with the time required; they were also trying to share their ideas and suggestions to improve the work, and have good teamwork skills.

However, they could have performed better if they had the opportunity to make their own decisions when doing their assigned work, and share their suggested ideas and solutions. The standard deviation values were either below or slightly greater than 1, indicating a normal variability around the mean value.

B. Hierarchization

Hierarchization		
statement	**Mean**	**SD**
The hierarchy facilitates the communication between employees in different organizational departments	2.8	1.039
The hierarchy increases strict supervision on employees	3.57	0.866
The hierarchy allows lower level employees to communicate their suggestions to the upper management easily and at any time.	2.77	1.051
The hierarchy helps to reach decisions faster	2.82	1.038
I have general familiarity with the procedures followed in other departments	2.85	0.919
The hierarchy encourages internal collaboration between departments to achieve the overall organizational goals	2.97	1.009

Table 13: Mean and standard deviation of Hierarchization

Table 13 shows that the mean values of all statements used to measure the hierarchy followed by KHUH range between 2.77 to 3.57. This indicates that the hospital's organizational structure is somewhat vertical, meaning that the structure consists of several layers and multiple departments, making communication between different departments not easy. It also shows that each leader has a few subordinates and maintains close supervision over their work. The standard deviation values were either below or slightly greater than 1, indicating a normal variability around the mean value.

c. Centralization

Centralization		
Statement	Mean	SD
It requires getting approval from top management before every decision taking	3.69	.946
Top management is taking decision without consulting lower levels employees	3.29	.935
Top management takes into consideration the new ideas of employees while taking any decision	2.83	.983
I am free to disagree with any decision taken by the top management	2.37	1.055
The top management does not involve employees in solving problems they face in the workplace	3.11	1.068
I am not empowered to take any decision even in daily issues I face	2.94	1.117

Table14: Mean and standard deviation of Centralization

Although the hospital uses downward communication channels during the decision-making process, top management delegated some authority to the lower managerial levels. However, it seems limited as employees still face constraints related to their suggestions or authority to solve problems they face even in daily issues. Moreover, employees needed to get to management approval before every decision they take. Therefore, the mean values in table 14 above range between 2.37 to 3.69. The standard deviation ranged from 0.935 to 1.117 indicating a normal variability around the mean value.

D. Specialization

Specialization		
statement	Mean	SD
The work is broken down clearly into small different tasks	3.50	.904
I have specific tasks to perform rather than many tasks	3.32	1.033
I am fully trained to perform a specific task	3.90	.917
It became hard for me to adapt to a new task	2.77	1.087
As I'm assigned to do specific tasks only, I do not have sufficient teamwork skills	2.44	1.076

Table 15: mean and standard deviation of Specialization

As per the mean values revealed in the table 15 above, it seems that overall organizational work is clearly divided into specific tasks undertaken by well-trained employees. This is based on the mean value of the statements (The work is broken down clearly into different small tasks) and (I am fully trained to perform a specific task) as the mean values were 3.5 and 3.9 respectively. Most employees are used to performing a specific assigned task rather than multitasking, where the mean value of the statement (I have specific tasks to perform rather than many tasks) is 3.32. Therefore, such employees were not encouraged to perform their job as a team and used to work alone. The standard deviation values were either below or slightly greater than 1, indicating a normal variability around the mean value.

E. Formalization

Formalization		
statement	Mean	SD
There are a lot of standard procedures for most of work tasks.	3.81	.720
All work procedures are accurately written	3.52	.949
Procedures are written in details to describe how small tasks are handled	3.49	.959
All work tasks are governed by known procedures set by top management	3.65	.867
I must follow procedures even if these procedures do not achieve the desired results	3.37	.960

Table16: mean and standard deviation of Formalization

Table 16 above shows that the mean values of Formalization, as perceived by the surveyed sample ranged between 3.37 to 3.81. That refers to how work procedures are accurately written in KHUH, where the job codifications, instructions, and responsibilities were officially set and clarified. The standard deviation values were below 1, indicating a normal variability around the mean value.

F. Standardization

Standardization		
Statement	Mean	SD
The organization has a strong emphasis on always getting personnel to perform their task based on formal guidelines	3.72	.778
It's flexible to skip the procedures in exceptional cases	2.77	.939
Adherence to existing procedures is more important than developing new procedures to improve the work	3.12	1.066
The organization punishes the employee who does not comply with work procedures	3.42	.928
I am discouraged to be innovative in carrying out the tasks due to the emphasis on following procedures	3.72	.778

Table17: mean and standard deviation of Standardization

In Standardization, the mean values in the above table 17 ranged between 2.77 to 3.72, which demonstrated that employees are accountable for their actions, and limited to perform an assigned task based on top management procedures. Thus, they were not encouraged to be creative reducing their enthusiasm to invent new ideas to improve the work. The standard deviation values were either below or slightly greater than 1, indicating a normal variability around the mean value.

4.2.2Inferential Analysis

To perform the inferential tests for assessing any demographic effect, there are three tests must be made, they are as follow:

1- Reliability test

2- Outliers

3- Normality

In addition, the variable Bureaucracy (which measures Hierarchization, Centralization, Specialization, Formalization, and Standardization all together) has been added as additional independent variable in the bellowed analyses, to

assess overall impact of bureaucratic structure on dependent variable, although it not included in the hypotheses of this study. Therefore, it will be highlighted in bold.

1- Scale reliability test (Cronbach's Alpha)

Cronbach's coefficient is a reliability test method commonly used to assess the internal consistency or reliability level of the composite variables measured using more than one item. The rule of thumb for a reliable measure is any value equal to or greater than the reference value of 0.7 Alpha Cronbach's coefficient. The reliability test has been applied previously at the pilot test stage through distributing the questionnaire to a small portion of the selected sample of this research.

Reliability Statistics			
Composite variable	**Total number of items**	**Final Alpha Cronbach's coefficient of reliability**	**Reliability level**
Employee performance	12	0.730	Reliable
Bureaucracy	27	0.657	Reliable

Table 18: Reliability results using Alpha Cronbach's coefficient method

Table 18 above shows the summary of the reliability assessment of the composite measures using Alpha. Employee Performance (which measures Task, Adaptive and Contextual types of performance all together) had an Alpha Cronbach's coefficient ($\alpha = 0.730$) greater than the reference value. Also, Bureaucracy (which measures Hierarchization, Centralization, Specialization, Formalization, and Standardization all together) had an acceptable reliability level ($\alpha = 0.657 \approx 0.7$ rounded to one decimal place).The reliability results express that most composite measures have an acceptable reliability level

(internal consistency), therefore the survey was appropriate to be used as a tool to collect the data.

The below table shows the summary statistics of the grouped composite variables after combining their items using a mean function. These computed composite variables will be used for further analysis.

Composite (unobserved) Variables	Mean	SD
Employee performance	3.16	.516
Hierarchization	3.16	.645
Centralization	3.23	.634
Specialization	3.58	.705
Formalization	3.57	.619
Standardization	3.43	.620
Bureaucracy	3.28	.338

Table19: Summary statistics of the composite (unobserved) variables

Table 19 above shows that the least composite variable was for employee perception on Employee Performance and Hierarchization (mean = 3.16; 3.16 and SD = 0.516; .645) respectively, while the relative highest composite measures were employee perception on Specialization (mean = 3.58 and SD = 0.705), then Formalization (mean = 3.57 and SD = 0.619), Standardization (mean = 3.43 and SD = 0.620), Bureaucracy (mean = 3.28 and SD = 0.338) and then Centralization (mean = 3.23 and SD = 0.634), . The composite variables' mean values suggest that employee perceptions ranged from moderate satisfaction levels (Neutral on the Likert 5-point scale = 3) to high satisfaction levels (Agree on the Likert 5-point scale = 4).

2- Outliers' detection

To detect outliers, box plots were produced for each composite variable prior proceeding with the inferential tests. An outlier is an odd value compared to most of the data values of one variable. Outliers (and extreme outliers) if

existing among the variable data would influence the mean value as well as the standard deviation and, as a result, change the distribution of the data to depart from the bell-shaped normal distribution to either a skewed to the left or skewed to the right (i.e. non-normal distribution). Box plots detect outliers based on a mathematical computation and denote them pictorially in two forms: extreme values denoted with an asterisk (*) and outliers denoted with a circle (o).

Examining the box plots for the seven studied composite variables (which are not reported here) revealed that they had either only one outlier (Standardization and Formalization), 2 outliers (Bureaucracy), 5 outliers (Hierarchization, Centralization, Specialization) or six outliers (Employee Performance). As the number of outliers found is only one or too few of six values, then these outliers' effect on a sample of 315respondents would be neglected. The effect of the few outliers would be very marginal, or no effect will be found at all. Therefore, the outliers were ignored.

3- Normality assumption checking

Normality assumption is an important assumption in statistics, particularly for inferential statistical analysis. It is assumed when performing parametric tests. Thus, if the data was not normally distributed, then the parametric test shall not be performed, and instead the equivalent non-parametric test shall be performed.

Before performing the inferential analysis in this study, the normality assumption was tested using the univariate Kolmogorov-Smirnov test of normality, as shown in the below table. The null hypothesis (H0) of this normality test is that the data is normally distributed versus the alternative hypothesis (H1) that the data is not normally distributed.

The P-value generated from the test will be compared with the level of significance at .05 or .01 which is the maximum accepted error out of %100. Accordingly, there are three different interpretations:

1- When P-value is lower than .01 the null hypothesis (H0) will be rejected and there is 99% confidence level that the alternative hypothesis (H1) is accepted.

2- When the P-value equal or greater than .01 but less than .05, the null hypothesis (H0) is rejected and there is 95% confidence level that the alternative hypothesis is accepted (H1).

3- When P-value equal or higher than .05, the alternative hypothesis (H1) will be rejected and there is 95% confidence level that the null hypothesis (H0) is accepted.

Composite variables	**Statistic**	**p-value**
Employee performance	.084	.000**
Hierarchization	.093	.000**
Centralization	.085	.000**
Specialization	.149	.000**
Formalization	.100	.000**
Standardization	.161	.000**
Bureaucracy	.056	.000**

Table20: Normality assumption check using Kolmogorov-Smirnov

Test was statistically significant at: * 5% level (p-value < 0.05); ** 1% level (p-value < 0.01)

Table 20 above shows that the Kolmogorov-Smirnov normality test was significant for all seven composite variables at 1% significance levels. Thus, the seven studies composite variables were not normally distributed as the null hypothesis was statistically rejected. Accordingly, non-parametric statistical methods would be used for further inferential analysis and hypotheses testing.

4.2.2.1 Bivariate analysis to assess demographic effects

Non-parametric bivariate significance tests are reported in this sub-section in order to assess any statistically significant effect due to the demographic variables. These bivariate results are based on the non-parametric tests Mann-Whitney or Kruskal-Wallis. Mann-Whitney is used for the variables having two groups only, where Kruskal-Wallis is used for the variables that have more than two groups. For any statistically significant demographic effect found, the median values were computed in order to explain and specify the differences.

A. By Gender:

	Mann-Whitney U	**p-value**
Employee performance	9463.000	.060
Hierarchization	10529.500	.652
Centralization	10738.500	.866
Specialization	10582.500	.702
Formalization	9927.500	.206
Standardization	10718.000	.840
Bureaucracy	10428.500	.559

Table21: Mann-Whitney test for gender

*** significant at 5% (p-value < 0.05); ** significant at 1% (p-value < 0.01)**

Table 21above shows that based on the Mann-Whitney test, all-composite variables had no statistically significant effect due to gender at 5% significance level since p-values were greater than 0.05. Thus, the female employees' perception compared to male employee perception had the same levels in all studied composite variables.

B. By nationality:

	Mann-Whitney U	p-value
Employee performance	10520.000	.024*
Hierarchization	10633.500	.034*
Centralization	11878.000	.567
Specialization	9310.000	.000**
Formalization	7836.500	.000**
Standardization	12058.000	.720
Bureaucracy	11281.500	.190

Table22: Mann-Whitney test for nationality

*** significant at 5% (p-value < 0.05); ** significant at 1% (p-value < 0.01)**

Table 22above shows that based on the Mann-Whitney test, all-composite variables had no statistically significant effect due to nationality at 5% significance level since p-values were greater than 0.05 except for: Employee performance, Hierarchization, Specialization, and Formalization which were found to have a statistically significant effect due to nationality at 5% or 1% significance levels since p-value were smaller than 0.05 or 0.01. Thus, the non-Bahraini employees' perception when compared to Bahraini employees perception had the same levels in all studied composite variables except for Employee performance, Hierarchization, Specialization, and Formalization where non-Bahraini employees had a greater agreement level compared to Bahraini employees with only one exception in the perception on Hierarchization, as shown in the below table

	Nationality			
	Bahraini		Non-Bahraini	
	Mean	Median	Mean	Median
Employee performance	3.08	3.08	3.23	3.17
Hierarchization	3.23	3.20	3.09	3.20
Specialization	3.40	3.33	3.73	3.67
Formalization	3.40	3.33	3.73	3.67

Table23: Mean and Median values for statistically significant variables by nationality

C. By job category

	Mann-Whitney U	p-value
Employee performance	10542.500	.620
Hierarchization	10163.000	.317
Centralization	9416.500	.046*
Specialization	9621.500	.083
Formalization	8653.500	.003**
Standardization	8532.500	.001**
Bureaucracy	8939.000	.009**

Table24: Mann-Whitney test for job category

* significant at 5% (p-value < 0.05); ** significant at 1% (p-value < 0.01)

Table 24above shows that based on the Mann-Whitney test, all-composite variables had no statistically significant effect due to job category at 5% significance level since p-values were greater than 0.05 except for Centralization, Formalization, Standardization, and Bureaucracy which were found to have a statistically significant effect due to job category at 5% or 1% significance levels since p-value were smaller than 0.05 or 0.01. Thus, the administrative employees' perception compared to medical employee's perception had the same levels in all studied composite variables except for Centralization, Formalization, Standardization, and Bureaucracy, where administrative employees had a smaller agreement level than medical employees except for centralization as shown in the below table.

	Job Category			
	Administrative Staff		Medical Staff	
	Mean	Median	Mean	Median
Centralization	3.13	3.20	3.27	3.20
Formalization	3.40	3.40	3.65	3.60
Standardization	3.27	3.00	3.51	3.50
Bureaucracy	3.20	3.22	3.32	3.35

Table25: Mean and Median values for statistically significant variables by job Category

D. By Age:

Test Statistics[a]		
	Kruskal-Wallis H	p-value
Employee performance	27.981	.000**
Hierarchization	5.295	.151
Centralization	6.327	.097
Specialization	1.680	.641
Formalization	5.373	.146
Standardization	2.305	.512
Bureaucracy	7.585	.055
a. Grouping Variable: Age (years)		

Table26: Kruskal-Wallis test for age

* significant at 5% (p-value < 0.05); ** significant at 1% (p-value < 0.01)

Table 26above shows that based on the Kruskal-Wallis test, all-composite variables had no statistically significant effect due to age at 5% significance level (p-value > 0.05) except for Employee performance, which had a statistically significant age effect at 5% or 1% significance levels (p-value < 0.05; p-value < 0.01). Thus, the age groups when compared to each other had the same level except for Employee performance the perception based on age groups differs. The effect can be explained by looking at each age group's median values as shown in the below table. A higher agreement level was observed at higher age groups.

	Age (years)							
	20-30		31-40		41-50		50+	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Employee performance	2.95	2.92	3.21	3.17	3.36	3.42	3.53	3.58

Table27: Mean and Median values for statistically significant variables by Age

E. By education

Test Statistics[a]		
	Kruskal-Wallis H	p-value
Employee performance	56.445	.000**
Hierarchization	23.460	.000**
Centralization	13.733	.017*
Specialization	5.685	.338
Formalization	11.641	.040*
Standardization	7.793	.168
Bureaucracy	14.403	.013*
a. Grouping Variable: Education		

Table28: Kruskal-Wallis test for education

* significant at 5% (p-value < 0.05); ** significant at 1% (p-value < 0.01)

Table 28above shows that based on the Kruskal-Wallis test, all-composite variables had a statistically significant effect due to education at 5% or 1% significance levels (p-value < 0.05 or p-value < 0.01) except for: Specialization and Standardization, which had no statistically significant effect at 5% significance level (p-value > 0.05). Thus, for the non-statistically significant studied composite variables, the education levels had the same effect when compared to each other. However, for the statistically significant composite variables, education levels differ. The effect can be explained by looking at each education level's median values as shown in the table below. Noticeably, a higher agreement level was observed with employees that have a higher education level.

	Education											
	High school		Diploma		Bachelor		Master		PhD		Other	
	M1	M2	M1	M2	M1	M2	M1	M2	M1	M2	M1	M2
Employee performance	3.14	3.25	3.11	3.08	3.02	3.00	3.55	3.63	3.54	3.58	3.48	3.46
Hierarchization	2.66	2.80	3.28	3.20	3.24	3.20	3.06	3.20	3.07	2.80	2.37	2.30
Centralization	3.32	3.30	3.24	3.20	3.30	3.20	3.06	3.00	3.17	3.00	2.78	2.60
Formalization	3.64	3.70	3.59	3.80	3.51	3.60	3.65	3.80	3.53	3.80	4.05	4.00
Bureaucracy	3.22	3.17	3.30	3.33	3.32	3.35	3.18	3.17	3.18	3.00	3.07	2.98

Table29: Mean and Median values for statistically significant variables by education
M1 = mean; M2 = median

F. By Administrative Position

Test Statistics[a]		
	Kruskal-Wallis H	p-value
Employee performance	37.057	.000**
Hierarchization	3.975	.264
Centralization	7.373	.061
Specialization	.279	.964
Formalization	1.079	.782
Standardization	3.853	.278
Bureaucracy	4.758	.190
a. Grouping Variable: management position		

Table30: Kruskal-Wallis test for current management position

* significant at 5% (p-value < 0.05); ** significant at 1% (p-value < 0.01)

Table 30above shows that based on the Kruskal-Wallis test, all-composite variables had no statistically significant effect based on administrative position at 5% significance level (p-value > 0.05) except for Employee performance which had statistically significant effect at 1% significance level (p-value < 0.01). Thus, for the non-statistically significant studied composite variables, administrative position had the same effect compared to each other. However, for the statistically significant found composite variables administrative position differs. The effect can be explained by looking at the median values for each management position level, as shown in the below table. Generally noticed, a higher agreement level was observed at a higher Administrative position.

	Administrative position					
	Employee		Team Leader		Manager	
	Mean	Median	Mean	Median	Mean	Median
Employee Performance	2.94	2.92	3.47	3.67	3.71	3.83

Table31: Mean and Median values for statistically significant variables by Administrative position

G. By medical position

Test Statistics[a]		
	Kruskal-Wallis H	p-value
Employee performance	49.852	.000**
Hierarchization	8.525	.036*
Centralization	6.596	.086
Specialization	.771	.856
Formalization	2.780	.427
Standardization	4.088	.252
Bureaucracy	17.257	.001**
a. Grouping Variable: Currently medical position		

Table32: Kruskal-Wallis test for medical position

* significant at 5% (p-value < 0.05); ** significant at 1% (p-value < 0.01)

Table 32 above shows that based on the Kruskal-Wallis test, all composite variables had no statistically significant effect due to medical position at5% significance level (p-value > 0.05) except for: Employee performance, Hierarchization, and Bureaucracy which had statistically significant effect at 5% or 1% significance levels (p-value< 0.05 or p-value< 0.01). Thus, for the non-statistically significant studied composite variables, the medical positions compared to each other are at the same level. However, for the statistically significant found composite variables medical position differs. The effect can be explained by looking at the median values for each medical position level as shown in the below table. A higher agreement level was observed at doctor levels while for Hierarchization, the highest agreement level at allied employees.

	Medical Positions					
	Nurse		Doctor		Allied	
	Mean	Median	Mean	Median	Mean	Median
Employee performance	3.06	3	3.51	3.5	2.87	2.92
Hierarchization	3.17	3.2	3.04	3	3.35	3.4

Table33: Mean and Median values for statistically significant variables by currently medical position

H. By years in the workforce

Test Statistics[a]		
	Kruskal-Wallis H	p-value
Employee performance	30.798	.000**
Hierarchization	11.206	.011*
Centralization	5.651	.130
Specialization	1.751	.626
Formalization	6.687	.083
Standardization	2.247	.523
Bureaucracy	2.388	.496
a. Grouping Variable: Years in the workforce in KHUH		

Table34: Kruskal-Wallis test for years in the workforce

* significant at 5% (p-value < 0.05); ** significant at 1% (p-value < 0.01)

Table 34above shows that based on Kruskal-Wallis test, all composite variables had no statistically significant effect due to years in the workforce at 5% significance level (p-value > 0.05) except for: Employee performance and Hierarchization which had a statistically significant effect at 5% or 1% significance levels (p-value < 0.05 or p-value < 0.01). Thus, for the non-statistically significant studied composite variables, the workforce's years compared to each other had the same level. However, for the statistically significant found composite variables, the years in the workforce differ. The effect can be explained by looking at the median values for each years in the workforce, as shown in the below table.

	Years in the workforce							
	Under 1 year		1-3 years		4-7 years		8-11 years	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Employee performance	2.81	2.83	3.06	3.00	3.15	3.08	3.37	3.33
Hierarchization	3.40	3.40	3.07	3.20	3.27	3.40	3.04	3.20

Table35: Mean and Median values for statistically significant variables by years in the workforce

4.2.2.2Correlational analysis

This section presents the pairwise correlations among the studied composite variables of this research. The linear correlation test assesses both the direction of the correlation (positive or negative) and the strength. Generally, a correlation coefficient close to 1 (or -1) is the strongest, while a correlation coefficient close to zero is considered very weak. The results of the non-parametric Spearman correlation test are shown in the table 36 (matrix).

Spearman's rho								
		1. **E.P.**	2. Hier.	3. Cent.	4. Spec.	5. Form.	6. Stand.	7. **Bure.**
1. **Employee performance**	r	1						
	p-value	.						
2. Hierarchization	r	-.317**	1					
	p-value	0	.					
3. Centralization	r	-.247**	.324**	1				
	p-value	0	0	.				
4. Specialization	r	0.055	-.131*	-0.096	1			
	p-value	0.327	0.02	0.09	.			
5. Formalization	r	0.08	-.190**	-0.084	.390**	1		
	p-value	0.155	0.001	0.135	0	.		
6. Standardization	r	-.121*	0.04	.159**	.163**	.229**	1	
	p-value	0.032	0.483	0.005	0.004	0	.	
7. **Bureaucracy**	r	-.322**	.574**	.690**	.157**	.227**	.411**	1
	p-value	0	0	0	0.005	0	0	.

Table36: Spearman correlation matrix results among studied composite variables

r: Spearman correlation coefficient

* significant at 5% (p-value < 0.05); ** significant at 1% (p-value < 0.01)

The correlational analysis indicates the relationships between the dependent variable with each of independent variable from one side, and the relationship among the independent variables from the other side. So any multicollinearity effect can be addressed. Table 36 above Spearman correlation matrix results show that:

The dependent variable represented by the Employees' Performance was found to have a statistically significant negative correlation with the three of independent variables as follow:

- Hierarchization (correlation coefficient = -0.317, p-value = 0.000) at 5% or 1% significance level. The strength of the **negative** correlation was at fairly weak. Thus, as the agreement level of the Hierarchization increases, the level of agreement towards employees' performance decreases, at a fairly weak correlation strength level.
- Centralization (correlation coefficient = -0.247**, p-value = 0.000) at 5% or 1% significance level. The strength of the **negative** correlation was at fairly weak. Thus, as the agreement level of the Centralization increases, the level of agreement towards employees' performance decreases, at a fairly weak correlation strength level.
- Standardization (correlation coefficient = -0.121*p-value = 0.032) at 5% or 1% significance level. The strength of the **negative** correlation was weak. Thus, as the agreement level of the Standardization increases, the level of agreement towards employees' performance decreases, at weak correlation strength level.
- Bureaucracy (correlation coefficient = -.322, p-value = 0.000) at 5% or 1% significance level. The strength of the **negative** correlation was at fairly weak. Thus, as the agreement level of the Bureaucracy increases, the level of agreement towards employees' performance decreases, at a fairly weak correlation strength level.
- There were statistically significant correlations found among the independent variables at 5% or 1% significance level. This might cause a multicollinearity effect when regression analysis is performed.

The section bellow presents the correlation analysis between the independent variables with each sub-factor of the dependent variable (Employees' performance):

A. Task Performance:

Independent Variables	Task Performance	
	r	p-value
Hierarchization	-.118*	0.037
Centralization	-0.091	0.108
Specialization	-0.048	0.394
Formalization	0.023	0.681
Standardization	-0.095	0.092
Bureaucracy	-.140*	0.013

Table37: Spearman correlation matrix – independent variables with task performance

r: Spearman correlation coefficient

* Significant at 5% (p-value < 0.05); ** significant at 1% (p-value < 0.01)

Based on Table 37, the dependent variable represented by Task Performance was found to have a statistically significant negative correlation with the independent variables: Bureaucracy and Hierarchization at 5% significance level (Spearman correlation coefficient = -0.140*; -0.118* respectively). The strength of the **negative** correlation was weak. Thus, as the agreement level of the independent variable Bureaucracy &Hierarchization increases the level of agreement toward task performance decreases, at a weak correlation strength level.

B. Adaptive performance

Independent Variables	Adaptive performance	
	r	p-value
1. Hierarchization	-.281**	0
3. Centralization	-.254**	0
4. Specialization	0.1	75
5. Formalization	0.089	0.117
6. Standardization	-.115*	0.041
7. **Bureaucracy**	-.282**	0

Table38: Spearman correlation matrix– independent variables with Adaptive performance

r: Spearman correlation coefficient

* significant at 5% (p-value < 0.05); ** significant at 1% (p-value < 0.01)

Based on the table 38, the dependent variable represented by Adaptive Performance was found to have a statistically significant negative correlation with the independent variables: Bureaucracy, Hierarchization, Centralization and Standardization at 5% or 1% significance levels (Spearman correlation coefficient = -0.282**; -0.281**; -0.254**; -0.115* respectively). The strength of the **negative** correlation was fairly weak. Thus, the level of agreement toward Bureaucracy, Hierarchization, Centralization, and Standardization increases, the agreement level of the dependent variable (Adaptive Performance) decreases, at a fairly weak correlation strength level.

C. Contextual performance

Independent Variables	Contextual performance	
	r	P-value
2. Hierarchization	-.225**	0
3. Centralization	-0.104	0.065
4. Specialization	0	0.996
5. Formalization	0.028	0.624
6. Standardization	-0.059	0.3
7. **Bureaucracy**	-.201**	0

Table39: Spearman correlation matrix results -independent variables with contextual performance

r: Spearman correlation coefficient

* significant at 5% (p-value < 0.05); ** significant at 1% (p-value < 0.01)

In the above table 39 the dependent variable represented by Contextual Performance was found to have a statistically significant negative correlation with the independent variables: Hierarchization, and Bureaucracy at 1% significance level (Spearman correlation coefficient = -0.225**; -0.201**respectively). The strength of the **negative** correlation was weak. Thus, as the level of agreement toward Hierarchization, and Bureaucracy increases, the agreement level of the dependent variable (Contextual Performance)decreases, at a weak correlation strength level.

4.2.2.3Regression analysis

This section presents the regression analysis results, where the dependent variable is the Employee Performance (including its individual dependent variables) and the independent variables are: Hierarchization, Centralization, Specialization, Formalization, Standardization and the Bureaucracy.

Simple regression analysis was performed over 5 different models for each independent variable separately regressed on the dependent variable, and one

additional model to find the impact of total individual dependent variables over employee performance.

Results of the simple regression analysis are shown in the table below. Model 1 tests employee perception of Hierarchization only, Model 2 tests employee perception of Centralization only, and Model 3 tests employee perception of Specialization only, Model 4 tests employee perception of Formalization only, Model 5 tests employee perception of Standardization only, and Model 6 tests employee perception of Bureaucracy only, as shown in Table 40 below.

Hypothesis	Model	Independent variable	Dependent variable			
			Employee Performance			
			Estimated coefficient (β)	R2	P-Value	Adequacy test (F-value)
H1	**Model 1**	Hierarchization	**-.255****	0.102	.000	35.416**
H2	**Model 2**	Centralization	**-.181****	0.049	.000	16.279**
H3	**Model 3**	Specialization	**.082***	0.012	.048	3.950*
H4	**Model 4**	Formalization	**.097***	0.014	.038	4.326*
H5	**Model 5**	Standardization	-0.036	0.002	.446	0.583
	Model 6	Bureaucracy	**-.422****	0.076	.000	25.865**

Table40: Results of simple regression analysis for the effect of employee perception on independent variables

* significant at 5% (p-value < 0.05); ** significant at 1% (p-value < 0.01)

n = 315. β: unstandardized regression coefficients

Table 40 shows that based on simple regression analysis for employee perception of Employee Performance being the main overall dependent variable:

- Employee perception of Hierarchization had a statistically significant negative effect (β = -0.255**) at 1% significance level. Therefore, when

hierarchization level improves by one unit, it is expected that on average Employee Performance decreases by 25.5%. This supports hypothesis 1 (H_{a1}).

- Employee perception of Centralization had a statistically significant negative effect (β = -0.181**) at 1% significance level. Therefore, when Centralization level improves by one unit, it is expected that on average Employee Performance decreases by 18.1%. This supports hypothesis 2 (H_{a2}).
- Employee perception of Specialization had a statistically significant positive effect (β = 0.082*) at 5% significance level. Therefore, when Specialization level improves by one unit, it is expected that on average Employee Performance increases by 8.2%. This supports hypothesis 3 (H_{a3}).
- Employee perception of Formalization had a statistically significant positive effect (β = 0.097*) at 5% significance level. Therefore, when Formalization level improves by one unit, it is expected that on average Employee Performance increases by 9.7%. This supports hypothesis 4 (H_{a4}).
- Employee perception of Standardization had no statistically significant effect (β = -0.036) at 5% significance level. This do not support hypothesis 5 (H_{a5}).
- Employee perception of Bureaucracy (which includes all individual independent variables) had a statistically significant negative effect (β = -0.422**) at 1% significance level. Therefore, when Bureaucracy level improves by one unit, it is expected that on average Employee Performance decreases by 42.2%.

4.3Interview Findings

The researcher has conducted 6 in-depth interviews with employees in different departments at the hospital, to obtain more details about the impact of the bureaucratic structure on their performance. The interview questions attempted to gather information on their work experience, the challenges they face, and facilities provided by the followed structure in the hospital.

All interviewees have more than 5 years' work experience in KHUH, so they have a good background about current work situations, four of them are holding masters degrees, and the rest are holding bachelor's degrees, five of them were Bahraini nationals. Each interview lasted around 20 minutes, and all participants comments were registered in a notebook to be analyzed and evaluated by the researcher.

The researcher analyzed the results of the interviews and summarized the findings below:

- The participants concerted that the vertical structure encourages the employees to working together within the department, however, it limits the collaboration between various departments to work as a team. The structure creates a competitive atmosphere in which each department strives to achieve its own departmental goals regardless to other departments' goals. One of the respondents said that "*the communication between different departments are not easy all the time*". Moreover, other respondent has described the organizational structure followed by the hospital saying "*the hospital applied vertical organizational structure; the power of decision making is given to the top management, where the employees need to follow the decisions laid out to them*". Other respondent declared that the vertical structure affects the smoothness of communication between top management and employees in the lower

levels; this will affect the information flow through several layers in vertical structure.

- Related responses to the extent of challenges faced through centralized decision making, the participants revealed that centralized authority is important in large medical organizations due to sensitivity related to individual health and quality of citizens lives, that requires taking accurate decisions in most work situations, as one of the team leaders revealed that " *Decision makers must be characterized by set of skills, experiences, and having the ability to assess the risks and consequences relevant to the decision taken. Therefore, top managements are more eligible to do so, especially for the major decisions".* While other participant declared that giving some authority at departmental levels will contribute to work improvement, as one manager revealed that "*lack of authority to independently manage the department and improve the way of doing job could affect the performance of the department".* Nevertheless, all participants declared that they have room for independency but is somewhat limited.

- In context of job specialization, respondents generalized that job specialization is essential for large organizations especially hospitals, as determining a specific task for each employee will organize the work and will increase employee performance as well.

- All participants agreed that rigid rules and procedures are affecting employee performance, especially when faced with work issues that need a prompt solution. Also, they declared that work flexibility and exceptions are important to encourage the employees to create new solutions and improve their work. They also stated that with a very formal environment,

the employees will feel tired and depressed as they are limited to do the work based on written procedures while having no authority to do any changes or improvements. Furthermore, the interviewees revealed that excessive rules and procedures could obstruct the workflow and delay the process of decisions making, whereas, any proposed idea or solutions that conflicts with applicable procedures needs to be approved by multiple people in the organization, and that could affect the performance too.

4.4 Summary

This chapter illustrated the findings derived from the data collected through questionnaires and interviews, and analyzed them to answer the research questions and examine the research hypothesis.

The results of questionnaires were analyzed using both descriptive and inferential statistics. Descriptive statistics were utilized to briefly describe the respondents' features, giving a short representation about the sample properties, and measures the central tendency of the data using percentages and frequencies, such as mean and standard deviation.

Then, non-parametric inferential statistics tests have been applied to analyze the relationship between variables using correlation and regression tests. Moreover, the assessment of the reliability of variables' measurement was measured using Cronbach's Alpha statistic. Finally, the summary of the in-depth interviews' findings were presented.

Chapter 5

Chapter5: Conclusion and Recommendations

5.1 Introduction

This chapter summarizes the findings derived from the analysis presented in chapter 4, which show the characteristics of the bureaucratic system used in KHUH, and demonstrates how it affects employee performance. Based on that the aforementioned, the researcher will draw a conclusion about this study, present some managerial implications, research limitations, and a list of recommendations.

5.2 Summary of the results

The employees in KHUH have an average age of 20-40, with females making up the majority as opposed to males, and a major proportion of employees are from other nationalities. The hospital consists of a well-educated and experienced medical crew, as well as highly qualified administrative employees. The medical crew was classified in term of doctors, nurses and allied employees where the nurses are the dominant category of the crew. On the other hand, the administrative crew included employees from various managerial levels, with lower level employees making up the majority.

Based on existing empirical studies and secondary sources in the field of organizational bureaucracy and its relationship with employee performance, it was found that extensive adherence to the norms of a bureaucratic structure can

impede efficiency. Each bureaucratic factor has corresponding problems associated with employee performance in organizations.

Therefore, this study mainly concentrated on the most important bureaucratic factors that were discussed in the literature review and examined their effects on job performance. Those major factors were derived from Weber's model: Hierarchization, Centralization, Specialization, Formalization, and Standardization. Employee performance has been measured using three basic aspects; task performance, adaptive performance, and contextual performance. The interpretations of the findings areas follows:

The results have revealed that the examined independent factors: Hierarchization, Centralization have a statistically significant negative relationship with employee performance in KHUH, while Specialization and Formalization have a statistically significant positive relationship with employee performance. Whereas, the factor Standardization do not have a significant relationship with employee performance, meaning that any increase or decrease in the level of job standardization will not affect employee performance.

The outcomes revealed that a hierarchical structure is among the many factors that may affect job performance. The vertical structure utilized help managers to better control their subordinates, as more division of labor will result in greater specialization that can help increase work performance. However, a strict hierarchical structure does not encourage fruitful collaboration and interaction among employees, and makes the communication between multiple layers and various departments not flexible. Also a vertical hierarchy can hinder the flow of information due to the direction of transmission that flows from top to bottom, whereas a hierarchy also requires effective upwards communication channels too.

Although the decision-making process in KHUH is significantly centralized, the top management delegated some authority to the lower managerial levels, albeit to a limited capacity. The employees still face constraints related to their work improvement suggestions, or the problems they face with daily work related issues. Indeed, employees are able to provide their ideas and initiatives and share them with their direct supervisor, but they cannot be implemented without referring to the top management and getting their approvals. In doing so, decisions are made after passing them up through multiple layers of management, which makes the decision-making process slow, and reduces employee innovation, initiatives, and their motivation to improve the work.

The overall organizational work is clearly divided to specific tasks, most employees used to perform a specific assigned task rather than multitasking. Also, work procedures are accurately written in KHUH, where the job codifications, instructions, and responsibilities were officially set and clarified for all organizational members.

Moreover, while analyzing the relationship between the independent variables and sub-factors of the dependent variable, the results indicated that:

- Both *Task performance*and *contextual performance* have a negative relationship with Hierarchization, and the bureaucratic factors all together. More structure divisions lead to a narrow span of control where the team leaders supervise a few subordinates in a strictly controlled manner to do their job. This could increase the work efficiency on one side, but reduce employee independency and satisfaction on other side, negatively affecting their performance. Furthermore, the lines of communication between different management layers are specific and clear, the hospital is investing to improve the communication channels between staff, and motivate them

to work as a team, as the results indicate that the level of contextual performance in KHUH is moderate. Generally, the findings demonstrated that decreasing the level of bureaucracy will enhance collaboration amongst employees.

- The findings revealed that *adaptive performance* has a significant negative relationship with Hierarchization, Centralization, Standardization and the bureaucratic factors all together. Employees need to be trusted with their knowledge and skills, and their ability to contribute their suggestions and ideas to solve work problems. This will enable the employee to support changes, attempt innovation, and continuously improve the methods used in the work place.

Finally, it was found that the effect of *each* bureaucratic factor on job performance is significant but fairly weak due to the bellow justifications:

- First, the bureaucracy level in KHUH is above the average but not very high. The bureaucratic structure at KHUH was not a total hindrance, it was also not completely enabling, as the average score of bureaucracy based on employees perception was 3.28 out of 5.
- Second, Employee performance is a wide conception that could be affected by different variables other than the organizational structure, such as training, motivation and payroll system.

However, employee performance was highly impacted when all the components of bureaucracy were calculated together, as the simple regression result shows that when bureaucracy increases by one unit the employee performance will decrease by % 42.2. Therefore, public managers, policy-makers, and the government should emphasize on improving these factors to increase job performance.

This thesis has come up with several unique contributions for scientific research as follows:

1- Assessing the level of bureaucracy applied in the public healthcare sector and demonstrating its impact on employee performance. As there is lack of scientific research on this topic in Bahrain.
2- Explore the most significant bureaucratic structure dimensions, to encourage public managers to apply necessary improvements in those areas.
3- The findings illustrate the most and the least significant bureaucratic structure factors that are impacting employee performance in public health care institutions.

Finally, it's important to mention that the findings of this study are in correlation with many previous study findings, and also in contradiction with other studies.

5.3 Managerial implications

Examining the impact of bureaucratic structures in the public health care sector is considered as one of the important topics for public health care institutions. The researcher was interested to determine the key components of the bureaucratic structure, and measure their impact on employee performance. Thus, the findings of this study may contribute in making further progressions and improvements in those significant institutions. Based on the outcomes of current study, the researcher presents some managerial implications that can be provided in this context.

First, it can be seen that the organizational structure is an essential variable for predicting employee performance. In this regard, it is important to establish a structure that enables the employees to use their full knowledge and capabilities to efficiently perform their job. The study could be helpful for managers and

administrators in public health care institutions to decide whether to maintain the current organizational structure or reconstruct a new one that commensurate with the requirements of a changeable work environment.

Moreover, the finding indicates that more authority delegation contributes toa positive relationship with job performance, encourages a structure based on participation in the decision-making process. Individual responsibilities and trust will improve employee efforts and initiatives, which in return will provide high levels of employee performance. But at the same time, managers should be concerned with developing employee decision making skills. Therefore, proper investment in training programs and practical courses is required to enhance employee' trust and competence, to maintain quality of decisions taken by the employee

In addition, excess conformity to the rigid rules and procedures not only impedes performance growth, but also discourages creativity, and reduces employee ambition and learning desires. A modern workforce seeks independency, and to have authority instead of submitting to the instructions of superiors. Therefore, adequate flexibility is required to enhance employee creativity and innovation in performing the work. The researcher recommends the executives in public health care organizations to amend or reformulate rules and procedures in a manner that supports work independency, and encourages individual responsibility.

Previous studies confirmed that there are no negative or positive consequences in a bureaucracy, it all depends on the way in which its characteristics were utilized either as a tool to improve the work or a weapon used to enforce more control that limits autonomy. This study has summarized the distinction between coercive and enabling bureaucracy according to (Adler and

Borys, 1996). Thus, managers in public healthcare institutions can apply the positive aspects of bureaucratic dimensions.

Due to current changing environment, organizations may be exposed to numerous factors that need prompt responsiveness or critical decisions, therefore executives are obliged to focus on their human resources and strengthen their skills to deal with exceptional work situations. Also, managers should allow employees to participate in solving work related problems by encouraging them to provide their suggestions and solutions, as they are more knowledgeable about day to day work issues.

5.4 Limitations

The researcher acknowledges that some limitations were encountered while working on this study, thus future researchers should take them into consideration:

1- The researcher encountered difficulties in finding previous studies in the field of this topic in Kingdom of Bahrain and other Gulf countries.
2- In the qualitative research, interviews were conducted with five administrative employees and only one employee from the medical crew, the interview arrangement was difficult due to the demanding nature of their work. Therefore, the findings of the qualitative research were not representative.
3- The possibility of generalizing the results is limited as the study does not include all governmental hospitals.
4- The study examines employee performance by a specific model of bureaucratic structures; other structural models can be examined by future researchers.

5- The process of collecting data was not easy, the questionnaire was sent to 700 employees while only 315 of them responded.
6- Future research could use other statistical methods such as observation to generate deeper results and a better understanding of hospital dynamics.
7- The study was focused on measuring the relationship between bureaucratic structures and employee performance through its three major aspects; other assessment may be applied using other aspects like innovation or job satisfaction.

5.5 Research Recommendations

1- Executives in public health care institutions should prepare a conscious study about the organizational structure in place, and observe if the current structure is suitable for achieving organizational goals or not. Then decide whether or not to maintain the current structure or develop a new one that commensurate with the requirements of a changeable work environment.
2- Adopting lesser number of layers in organizational hierarchy. Fewer layers decrease distances between organizational members, helps quick response and enhance the collaboration between whole departments.
3- Develop effective communication and collaboration networks between employees in different departments to exchange their experience, ideas, and suggestions and encourages them to work as a team.
4- The structure should be centralized enough to empower the upper management in strategically important issues, and decentralized enough to meet the basic psychological needs of the employees, and foster their initiatives.

5- Managers should be concerned to develop employees' skills and capabilities in decisions-making process. Therefore, proper investment in training programs and practical courses is required to enhance employee' trust and competent and maintain quality of decisions taken.

6- Rules and procedures should be designed to assist employees in carrying out their work, but at the same time give them space to self-respond to exceptional work conditions. Executives should amend or reformulate rules and procedures in a manner that supports work independency and encourage individual responsibility.

7- Department heads should hold periodic meetings with their employees to listen to their opinions and suggestions, discuss work problems and find solutions to them.

8- Department heads should ensure that all employees are aware about the overall work system and improve their understanding of work procedures; this will enhance their ability to deal with unexpected issues.

9- Executives should increase employee empowerment to be more innovative while carrying out the assigned tasks.

10- Future researchers are recommended to apply a comparative analysis for organizational structures used in public and private health care institutions to take advantage of the features related to each of them.

5.6 Summary

This chapter summarized the findings generated from the analysis done in the previous chapters, then managerial implications were discussed. It also disclosed the limitations encountered by the researcher while conducting the study. Finally, a set of recommendations were proposed for further improvements and progression in public health care organizations.

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Appendices A: Survey

Dear Sir/ Madam,

This questionnaire represents one of the important aspects of my Master Degree project, and it aims to study **the Influence of Bureaucratic Structure on Employee' Performance** in the public healthcare sector. Therefore, it would be appreciated if you could kindly take a few minutes to complete the questionnaire in the bellow link.

English: https://www.surveymonkey.com/r/PSQPFLB

Please note that the questionnaire includes 6 main sections only, and all questions asked are for scientific research purposes and that your answers will be surrounded by complete confidentiality and extreme scientific care.

attachment: Approval of KHUH

Please reply as soon as possible

Your cooperation is highly appreciated.

Thank you

Researcher: Khadija Al Banki
Finance Department
King Hamad University Hospital

الاخ الفاضل/ أختي الفاضلة

يمثل هذا الاستبيان أحد المتطلبات الأساسية لاستكمال مشروع درجة الماجستير، لذا ارجو الاجابة على الاسئلة المرفقة في الرابط للحصول على رأيك حول **تأثير النظام البيروقراطي على أداء الموظفين في القطاع الصحي بمملكة البحرين**، علما بأن هذا الاستبيان يتكون من 6 أقسام رئيسية فقط.

إجابتكم على هذا الاستبيان بكل شفافية مهمة جدا، وسوف تساهم في نجاح البحث ومصداقية النتائج، علما بأن هذا الاستبيان لا يتطلب أي معلومات شخصية عنك ولا يحتاج سوى بضع دقائق من وقتك.

Arabic: https://www.surveymonkey.com/r/PSLXYPK

مرفق: موافقة مستشفى الملك حمد على تطبيق الدراسة
شكرا لدعمكم وتعاونكم
الباحث: خديجة البنكي
قسم المالية
مستشفى الملك حمد الجامعي

KING HAMAD UNIVERSITY HOSPITAL
مستشفى الملك حمد الجامعي

21 April 2020

TO:	Khadija Rashid Al Banki
CO- INVESTIGATORS:	Noha Hassan Qamar
FROM:	Institutional Review Board
PROJECT TITLE:	The Influence of the Organizational Bureaucracy on the Employees' Performance: Evidence from Public Healthcare Sector in Bahrain, an Employees Perception
REFERENCE #:	**20- 322**
ACTION:	APPROVED
APPROVAL DATE:	21 April 2020
EXPIRATION DATE:	20 April 2021
REVIEW TYPE:	Expedited Review

This is to inform you that your research proposal has been reviewed by the Institutional Review Board, King Hamad University Hospital. Your application is approved as submitted. Approval is for a period of one year from 21 April 2020. If you would like to continue this research after this period, please submit for an extension (use status update form) one month prior to your expiration date of 20 April 2021.

1. Kindly note that you are expected to complete a status update report on your study every three months.
2. The Head of Scientific Research & Development should be informed in writing (email is acceptable) within twenty-four hours of any adverse event in the conduct of research involving human subjects. Please include the nature of the adverse event, the names of the persons affected, the extent of the injury or breach of security, if any, and any other information material to the situation.
3. Any aspect of your research procedure should not be changed without permission from the Head of Scientific Research & Development. Please use the status update form to request any changes.
4. Maintain all research records as detailed in the protocol.
5. Ensure that each consent form is dated and duly signed by the participant and the investigator or the designated person obtaining consent. All informed consents should also be provided to the Research Department upon completion of the study. Indicate in the header or footer of each page of your approved Informed Consent form the approval and expiration dates of the protocol as follows: "Approved from 21 April 2020 to 20 April 2021 by the KHUH IRB" (if relevant).
6. Kindly note that the KHUH IRB has the right to withhold publication of a study and/or withdraw ethical approval of a research if judged necessary.

We can assist you with data analysis and provide guidance for process of publication. Should you have any questions about the conduct of your research under this protocol, particularly about obtaining informed consent, please email: research3@khuh.org.bh.

We wish you the best of success in your research.

Yours Sincerely,

Luma E. Bashmi, MA
Head of Scientific Research & Development
Chairperson, KHUH IRB

Questionnaire

the Influence of Bureaucratic Structure on Employee' Performance in the public healthcare sector

تأثير النظام البيروقراطي على أداء الموظفين في القطاع الصحي بمملكة البحرين

Gender **الجنس**

□ Male □ Female ذكر□ أنثى□

Age

□ Between 20 and 30 □ Between 31 and 40 □ Between 41 and 50 □More than 50

العمر

□ 20- 30 سنة □ من 31 إلى 40 سنة □من 41 إلى 50 سنة □أكثر من 50 سنة

Nationality **الجنسية**

□ Bahraini □ Non-Bahraini □بحريني□غير بحريني

Education

□High school □ Diploma □ Bachelor □ Master □ PhD □ Other .....

المستوى التعليمي

□ثانوي □دبلوم □بكالريوس □ماجستير □دكتوراه □أخرى .....

Job Category

□Administrative staff □Medical staff

التصنيف الوظيفي

□ الطاقم الاداري □ الطاقم الطبي

Current position (Administration staff only):

□Manager □Team Leader □Employee

المنصب الحالي (الطاقم الاداري فقط) :

□ مدير □قائد مجموعة □موظف

Current position (medical staff only):

□Doctor □Nurse □ Allied _____

المنصب الحالي (الطاقم الطبي فقط) :

□دكتور□ممرض □أخرى _____

Years in workforce (in King Hamad University Hospital)

□ 1 to 3 years □4 to 7 years □8 to 11 years

سنوات العمل(في مستشفى الملك حمد الجامعي):

□سنة إلى3 سنوات □4 إلى 7 سنوات □8 إلى 11 سنوات

Statement	Answer/ الإجابة					البيان
Employee Performance	Strongly Disagree لا أوافق بشدة	Disagree لا أوافق	Neutral محايد	Agree أوافق	Strongly Agree أوافق بشدة	**الاداء الوظيفي**
I handle my work tasks without much supervision.						أقوم بإنجاز مهماتي الوظيفية بدون الاشراف المباشر من قبل المسؤول.
I handle multiple tasks for achieving organizational goals.						أقوم بإنجاز عدة مهام وظيفية لتحقيق الاهداف التنظيمية.
I complete my tasks on time.						أقوم بإنجاز المهام الوظيفية في الوقت المحدد.
I came up with creative ideas in my work field.						أقوم دائما بتقديم أفكار جديدة في مجال عملي.
I decide on taking actions to resolve work problems.						أتخذ القرارات اللازمة لحل المشاكل المستجدة في العمل.
My Supervisor always relies on me to suggest new solutions.						يعتمد المسؤول المباشر علي في اقتراح حلول جديدة.
I take initiative when there was a problem to be solved.						أتخذ زمام المبادرة عندما تكون هناك مشكلة يجب حلها.
I perform well when something unexpected happens.						أستطيع أداء عملي بشكل جيد حتى عندما يحدث شيء غير متوقع في العمل.
I am continually learning new skills to keep my competencies up to date.						أنا أتعلم باستمرار مهارات جديدة للحفاظ على كفاءتي في العمل.
I help my colleagues in getting work done.						أسعى لمساعدة زملائي في إنجاز مهماتهم الوظيفية.
I support my colleagues when they have a work problem.						أساعد زملائي عندما يواجهون مشكلة في أداء مهامهم الوظيفية.
I share knowledge among my team members to improve the work.						أشارك زملائي بالخبرة العملية لتطوير العمل.
Hierarchisation	Strongly Disagree لا أوافق بشدة	Disagree لا أوافق	Neutral محايد	Agree أوافق	Strongly Agree أوافق بشدة	**الهيكل التنظيمي**

The hierarchy facilitates the communication between employees in different organizational departments.						يدعم الهيكل التنظيمي التواصل بين الموظفين في الأقسام المختلفة.
The hierarchy increase strict supervision on employee.						يفرض الهيكل التنظيمي الإشراف الصارم على الموظف حين أداء عمله.
The hierarchy allows lower level employees to communicate their suggestions to the upper management easily and at any time.						يتاح للموظف الفرصة بتوصيل مقترحاته إلى الإدارة العليا بسهولة وفي أي وقت.
The hierarchy helps to reach decisions fast.						يدعم الهيكل التنظيمي عملية اتخاذ القرار بسرعه وسهولة.
I have general familiarity with the procedures followed in other departments.						أنا على معرفة بشكل عام بالإجراءات المتبعة في الاقسام الإدارية الاخرى.
The hierarchy encourages internal collaboration between departments to achieve the overall organizational goals.						يدعم الهيكل التنظيمي التعاون المستمر بين مختلف الاقسام الادارية مما يساهم في تحقيق أهداف المؤسسة.
Centralization of decision making	**Strongly Disagree لا أوافق بشدة**	**Disagree لا أوافق**	**Neutral محايد**	**Agree أوافق**	**Strongly Agree أوافق بشدة**	**مركزية اتخاذ القرارات**
It requires getting approval from top management before every decision taking						يتطلب الحصول على موافقة الإدارة العليا قبل اتخاذ أيقرار.
Top management is taking decision without consulting lower levels employees.						تتخذ الإدارة العليا القرارات دون استشارة الموظفين في المستويات الأدنى.
Top management takes into consideration the new ideas of employees while taking any decision.						تأخذ الإدارة العليا بعين الاعتبار الأفكار الجديدة للموظفين أثناء اتخاذ القرارات.
I am free to disagree with any decision taken by the top management.						لدي الأحقية الاعتراض بشأن أي قرار تتخذه الإدارة العليا.
The top management does not involve employees in solving problems they face in the workplace.						لاتشرك الإدارة العليا الموظفين في حل المشكلات التي يواجهونها في مكان العمل.

I am not empowered to take any decision even in daily issues they face.						أنا غير مفوض لاتخاذ أي قرار حتى في قضايا العمل اليومية التي أواجهها.
Specialization	Strongly Disagree لا أوافق بشدة	Disagree لا أوافق	Neutral محايد	Agree أوافق	Strongly Agree أوافق بشدة	**الاختصاص في العمل**
The work is broken down clearly into small different tasks.						يتم تقسيم العمل إلى مهام صغيرة مختلفة وواضحة.
I have specific tasks to perform rather than many tasks.						لدي مهام محددة أقوم بها دون سواها.
I am fully trained to perform a specific task.						تم تدريبي بشكل كامل على أداء مهام محددة.
It became hard for me to adapt to a new task.						من الصعب علي القيام بمهام جديدة.
As I assigned to do specific tasks only, thus, I do not have sufficient teamwork skills.						نظرًا لأنيمكلفبالقيامبمهاممحدودة،لذافإني أفتقرلمهاراتالعملالجماعي.
Formalization	Strongly Disagree لا أوافق بشدة	Disagree لا أوافق	Neutral محايد	Agree أوافق	Strongly Agree أوافق بشدة	**رسمية مهام العمل**
There are a lot of standard procedures for most of job tasks.						توجد العديد من اجراءات العمل لمعظم المهام الوظيفية.
All work Procedures are accurately written.						جميع الاجراءات الواجب اتباعها في أداء المهام الوظيفية مكتوبة بدقة.
Procedures are written in details to describe how SMALL TASKS are handled.						تتضمن الإجراءات وصف تفصيلي لكيفية أداء المهام الصغيرة الروتينية.
Procedures are written in details even to describe how WORK ISSUES are handled.						تتضمن الإجراءات وصف تفصيلي لكيفية حل المشكلات التي تطرأ في العمل.
All work tasks are governed by known procedures set by top management.						جميع المهام الوظيفية تنفذ وفقا للإجراءات المتعارف عليها والمصدقة من الادارة العليا.
I must follow procedures even if these procedures do						يجب على الموظف اتباعا لإجراءات الموضوعة حتى لو لم تحقق النتائج المنشودة.

not achieve the desired results.						

Standardization	**Strongly Disagree** أوافق بشدة	**Disagree** لا أوافق	**Neutral** محايد	**Agree** أوافق	**Strongly Agree** أوافق بشدة	**درجة الالتزام بإجراءات العمل**
The organization has a strong emphasis on always getting personnel to perform their task based on formal guidelines.						تركز الادارة بشدة على اتباع الاجراءات الموضوعه أثناء أداء العمل.
It's flexible to skip the procedures in exceptional cases. (Reverse scored)						من الممكن تخطي الاجراءات الموضوعة في حالات العمل الاستثنائية.
Adherence to existing procedures is more important than developing new procedures to improve the work.						إن الالتزام بالاجراءات الموضوعة أكثر أهمية من تطوير إجراءات جديدة لتحسين العمل.
The organization punishes the employee who does not comply with work procedures.						يعاقب الموظف في حال لم يلتزم بإجراءات العمل.
I am discouraged to be innovative in carrying out the tasks due to the emphasis on following procedures.						لا يستطيع الموظف الابتكار في العمل نظرا لضرورة اتباع الاجراءات الموضوعة.

Thank you

شكرا

ملخص

تواجه المؤسسات الحكومية تحديات مختلفة نتجت عن تطبيق الأنظمة البيروقراطية التقليدية في تلك المؤسسات. تهدف هذه الدراسة إلى التعرف على تأثير النظام البيروقراطي على أداء الموظفين في قطاع الرعاية الصحية الحكومي في مملكة البحرين، وذلك من أجل إيجاد حلول لتطوير العمل ورفع فعالية أداء الموظفين. يركز البحث بشكل أساسي على دراسة العناصر الرئيسية للأنظمة البيروقراطية والتي تتضمن: التسلسل الهرمي ومركزية اتخاذ القرار والالتزام التام بالأنظمة المؤسسية، والتخصص في أداء مهام محددة والرسمية في أداء المهام، ومن ثم التعرف على مدى تأثيرها على أداء الموظفين، والكشف عن التحديات التي يواجهها الموظف في بيئة الاعمال اليوم.

تم تطبيق البحث في مستشفى الملك حمد الجامعي بمملكة البحرين حيث اعتمد على تطبيق نوعين من الأساليب الإحصائية وهي التحليل الكمي والتحليل الكيفي وذلك لجمع وتحليل البيانات قيد الدراسة. تم استخدام أداة الاستبيان لجمع البيانات في التحليل الكمي وتم جمع عينة مكونة من (315) موظف، تم اختيارهم بشكل عشوائي من الطاقمين الطبي والإداري، وتم استخدام التحليل الاحصائي الوصفي والاستدلالي لتحليل البيانات لهذه الدراسة.

أظهرت الدراسة أن التسلسل الهرمي ومركزية اتخاذ القرار والتخصص في أداء مهام محددة والرسمية في أداء المهام لهم تأثير على الأداء الوظيفي في المؤسسات الصحية الحكومية بينما لا يؤثر الالتزام التام بالأنظمة المؤسسية على أداء الموظف. نتائج هذا البحث يمكن ان تساهم في تطوير الهياكل التنظيمية المطبقة في المؤسسات الصحية ومن ثم تحسين الأداء الوظيفي فيها.

كلمات مفتاحية: التسلسل الهرمي ، مركزية اتخاذ القرار ، الالتزام التام بالأنظمة المؤسسية ، التخصص في أداء مهام محددة ، الرسمية في أداء المهام ، أداء الموظف

جامعة البحرين

كلية إدارة الأعمال

قسم الإدارة والتسويق

تأثير البيروقراطية المؤسسية على أداء الموظفين: دراسة على مستشفى الملك حمد الجامعي

قدمت هذه الرسالة استكمالاً لمتطلبات الحصول على درجة الماجستير في

إدارة الأعمال – جامعة البحرين

إعداد:

الباحث خديجة راشد البنكي

الرقم الجامعي: 20044372

إشراف:

الدكتور وليد عبدالعزيز

أستاذ مساعد

جامعة البحرين

مملكة البحرين

مارس 2021