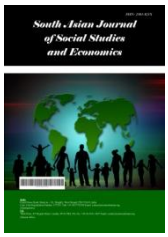

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Building Resilience in Employees; Reinventing the Ideal Administrative Bureaucracy in Public Institutions in Delta State, Nigeria

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Authors' contributions

This work was carried out in collaboration between both authors. Both authors read and approved the final manuscript.

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ABSTRACT

Achieving employees resilience is critically a function of effective administrative bureaucracy, thus this study examined how administrative bureaucracy impacts employee resilience in public in institutions in Delta State. The study was operationalized with attributes such as structural hierarchy, functional specialization and rule supremacy. Employee resilience outcomes were derived as adaptation, collaboration and discipline. The target population of this study includes all principal officers of the eight public institutions in Delta State. The study used cross-sectional survey approach and descriptive research design. Using the Taro-Yamene sample size determination formula 121 officers were sampled. Structured closed ended questionnaires were the major instruments used in gathering primary data which were analyzed using pearson product moment correlation coefficient statistical tool. The scale used for this study had been previously adjudged reliable. However, we also checked by verifying reliability outcomes through confirmatory test of internal consistency on the instrument with our sample using Cronbach alpha at the threshold level 0.7 which is generally accepted by the rule of thumb. The study found that administrative bureaucracy significantly impact on employee resilience. The study recommended that public institutions should ensure flexible structural hierarchy, functional specialization and as well adhere to rules of engagement in order to restore employees' residence capabilities in the institutions studied.

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Keywords: Administrative bureaucracy; functional specialization; rule supremacy; adaptation; collaboration; discipline.

1. INTRODUCTION

The increasing numbers of private businesses, coupled with well-established industries, required that the government should provide services that are fast, timely and affordable. To provide services that are timely, fast and affordable, local authorities have to do away with rigid administrative practices. The demand for institutional reform suggest that public bureaucracies are too complex, centralized and rigid, as well as slight oriented towards the needs of citizens. This further suggests that a time has come for local authorities to reform their bureaucracy in service delivery. The overall problems that necessitates this study is the prevailing non compatibility of organizational goals with employees goal, lack of adaptation between management and labour, bad leadership from management, poor motivational skills and lack of workers participation in decision making in the public institutions in Delta State, Nigeria. When the organizational goals and individual goals are not compatible, it brings about conflict and disharmony which can result to strike. Strike brings frustration to management and causes unnecessary waste that will interfere seriously with the total organizations accomplishment. Findings from the annual reports and literature also revealed a consistent drop in the financial results, increase in the overhead cost and cost of sales, reduction in the staff strength, more pressure from the regulatory agencies, poor infrastructural support, and shrinking product offering of all players in the industry despite their various competitive moves and responses. Zhang & Liu, [1] defined resilience as the ability to anticipate worry, to resist it by adapting and to recover by restoring the pre-perturbation state as much as possible. According to Stephenson [2], resilience is highly needed for organizations to effectively respond to disruptions as well as positively adapt in the face of challenging conditions, leveraging opportunities and delivering sustainable performance improvement. Employee resilience is an employee's ability to survive and cope with crises and disturbances facing it. Employee resilience was borne out of the need for workers to regularly keep themselves abreast of dangers and crises that may destroy their very existence and thereby take adequate preventive measures to stop such disturbances. Scarpino & Gretzel [3] identified organizational learning, adaptation and collaboration as measures of resilience. This tendency has the capability of allowing for independent thinking on the scalar chain of the authority system as well as creates a conducive system for administrative dispensation. However, the undue delays and redtapism inherent in the bureaucratic system has been a major flow in any discourse bordering on this principle of administration as a matter of fact. Bureaucracy is a sort of formal administration marked by division of labour, rules and regulations, authority hierarchy, impersonality in social connections, and technical competence, among other things. The goal of bureaucracy is to make it easier to manage enormous organisations, increase efficiency, and make them more accountable to the public. In other words, bureaucracy is the coordination of organisational operations in order for public and commercial organisations to provide effective, efficient, and cost-effective services. Bureaucracy, according to Max Weber, is the best and rational kind of administration for achieving positive outcomes. He does, however, point out the dysfunctions of bureaucracy as a result of office holders' overuse of its guiding principles. Excessive bureaucracy does have a negative influence on social and economic development, particularly in developing nations. Red tapeism, excessive paper work, fear of innovation, poor customer service, duplication of working procedures, rigorous adherence to procedures, bad management practises, low morale, and other characteristics characterise it. Many firms, particularly private organisations, have altered their focus and are debureaucratising their administrative processes for better service delivery in order to face the challenges provided in a highly competitive climate.

2. LITERATURE REVIEW

The ability of organisations to absorb shock or create resilience in the face of environmental perturbations is a reflection of their preparedness. Managers of resilient businesses, according to Alastir [4], should comprehend the environment in which they operate at the board level, and be aware of changes that may pose a risk to their people, facilities, activities, services, and supply chains. Theoretically, two prominent approaches to studying resilience are identified

in literature. The first approach frames issues as socio-ecological systems, while the second relies on institutions and governance derived from social science disciplines [5]. As a concept, “resilience” has been conceived in various but related ways, across a range of disciplines including psychology, engineering, ecology, economics, emergency management and organisational research. Lee, Vargo & Seville [6] defined resilience as a socio-technical phenomenon that represents how people, as individuals or groups, manage uncertainty. According to Barasa, Mbau & Gilson, [7], resilience represents “a system’s ability to continue to perform and meet its objectives in the face of challenges”. The basic purpose of discipline is to encourage employees to behave sensibly at work, where "sensible behaviour" is defined as adhering to rules. Rules refer to official instructions in respect of what employees must and are allowed to do and what employees are not allowed to do. For instances, ‘to start working at 8.00 a.m.’ is an official instruction the employees must follow and ‘not to smoke within the factory' is an official instruction that employees are not allowed to do. Discipline means securing consistent behaviour in accordance with the accepted norms of behaviour and it is essential to a democratic way of life.

Functional Specialization: Functional specialization is arguably a major determinant of public service performance. Although a large administrative function may add to the bureaucracy of an organisation, it can also help it better coordinate important tasks. Functional specialisation, in particular, has the potential to amplify or reduce the performance consequences of other important organisational features like size and task complexity. In the public sector, the literature on functional specialisation has tended to assume that a significant administrative component represents a "bureaucratic burden" on organisations [8]. Public choice theory offers an alternative perspective on the relationship between size and performance, arguing that economies of scale are eventually countered by bureaucratic congestion [9]. However, this is functional specialization effect rather than a size effect per se. In this paper, we differentiate these potentially countervailing forces by examining each of them separately. Whereas most previous studies have taken large size as a proxy for 7 bureaucratic congestions, we regard a high level of functional specialization as a more accurate indicator of the overload associated with bureaucratic ‘empire-building’. This indicates we're looking at a 'pure' size effect that isn't influenced by a larger bureaucratic component. As a result, we anticipate seeing a favourable effect of size on performance. Organizations with a strong administrative component may also be better able to coordinate the numerous moving pieces found in government bureaucracies [10]. Rutherford [11] discovered an inverted u-shaped link between functional specialisation and university educational achievement in the United States, implying that as functional specialisation grows, it may outgrow its use in supporting the organization's core tasks. Thus, there is good reason to expect that functional specialization will, up to a point, be associated with better performance. Beyond that, performance will decline as the optimum ratio of back-office to front-line resources is exceeded. Previous studies have not evaluated the potential for functional specialization to condition the effects of key organizational characteristics on performance. To fully comprehend when bureaucracy matters for organizational performance, it is necessary to analyse the moderating effects that functional specialization might have on key internal organizational contingencies, especially the size and task complexity of organizations [12]. According to economic theory, size has a favourable impact on performance because economies of scale allow fixed service production costs to be spread across a larger number of units of output. Buildings and technical equipment to support teaching and research are examples of physical fixed expenses in universities. The efficiency of these facilities improves as they are used more frequently (up to a point of maximum utilisation when further investment in extra space or kit is required, after which the benefits of scale begin again). Other advantages of being large include cheaper costs associated with purchasing power, favourable rates on new investment funds, more capacity for innovation, and the ability to hire outstanding senior management who are drawn to the challenge and rewards. of running big organizations.

Rule Supremacy: Rules and regulations govern the operations of a bureaucracy. Thus the actions of officials are regulated by a consistent system of abstract rules and the application of these rules to particular cases. Through written rules and regulations, bureaucracies generally offer employees clear standards as to what is considered an

adequate (or exceptional) performance. In addition, procedures provide a valuable sense of continuity in bureaucracy. [13]. From time to time, the workers may violate the rules and regulation of any organization due to many reasons. Sometimes these reasons are identifiable and sometimes it doesn't. Violation of rules has negative impact on other employees, who are working together to achieve the same goals. Rules and regulations have the utmost importance in any organization. Max Weber (1864-1920), is known as the 'father of the bureaucratic management theory. According to Bhamra, Dani, & Burnard [14]. A bureaucratic organisation is one with a command structure that is hierarchical in nature. Bureaucratic organisation works utilising formal regulations. These rules are often known as standard operating procedures (SOP). Employees must abide by these restrictions, which are rigorous and inescapable. Bureaucratic executives always obey business laws and regulations in accordance with standard operating procedures, which clearly define their position within the company. The degree of formality in the procedures used by bureaucratic entities is very well organised. Bureaucracy is supposed to be organised, efficient, and just. This is due only to the strictness with which any organization's rules and regulations are enforced [15]. The collection of ideas which are set in view of general rules on how to manage any organization or business. Management theory addresses how supervisors and managers are related to their organization in the knowledge and achievement of organizational goals. Rules are the lifeblood of bureaucratic organization, providing a rational and continuous basis for procedures and operations Stephenson, Vargo & Seville [16]. An organization's files provide the inventory of accumulated rules. Bureaucratic decisions and—above all—procedures are grounded in codified rules and precedents. Within the generic management literature, one of the main benefits of functional specialization is generally thought to be the propensity for organizations with a bigger 'back office' to devote more time and resource to performance enhancing activities. Culture can be defined as a combination of values, sets, beliefs, adaptation s and simplification of behaviour which gives direction to peoples. In simple we can say that culture is knowledge, explanations, values, beliefs, adaptation and behaviors of many people, at the right time and right place. Organizational culture may be consist of two important elements of social group; structural stability of number of peoples and assimilation of an individual item in good standard. Values are closely attached with moral standards and ethical standards; they examine what people think should be done. According to [13] organization's norms and values have a great impact on those who are fully devoted to the organization. Norms are unable to be seen but if the organizations want to increase the profits and productivity of the employees norms comes first to be considered.

Structural Hierarchy: A hierarchical structure contains a direct chain of command from the top of the organization to the bottom. Senior management makes all critical decisions, which are then passed down through subsidiary levels of management. If someone at the bottom of this organizational pyramid wants to make a decision, they pass the request up through the chain of command for approval, for which a decision will eventually be returned [17]. A hierarchical structure operates well when there are few products that are sold in high volume, so that tight control can be maintained over the design, quality, production, and distribution of goods. The organization of offices follows the principle of hierarchy: that is every lower office is under the control and supervision of a higher one. Offices in a bureaucratic organization are arranged like a pyramid, with the overall boss at the head and officers below him. Each offices is under the control of a head, who is also accountable to his superior. This hierarchy, which stipulates who reports to whom is usually depicted in the organizational chart of the organization. From the perspective of Pal & Mattila [18] a hierarchical system allows a few people to control all aspects of an organization, which has the following advantages: *Control Orientation:* When there are just a few key products being sold, or there is a specific marketing message to be distributed, the hierarchical system works well. For example, a high-end women's handbag manufacturer will likely need to employ a hierarchical system in order to closely monitor the design and production of handbags. Similarly, a high-volume consumer products company needs to maintain a consistent worldwide brand image, and so needs to control all aspects of production, distribution, and marketing. *Career path:* There is a clear career path through this type of organization, with employees gradually advancing through the various levels of management over a number of years. Those reaching senior positions tend to have built up massive experience with the

company. *Clear Reporting:* Since power is so centralized, it is easy to determine who is authorized to make a decision. *Specialization:* Employees are more likely to have niche positions that allow them to become in-depth specialists. If their expertise is used effectively, this means that a company can have a number of centers within the organization where best practices are employed. Though the higher level of coordination associated with the hierarchical system is useful in some instances, there are also a number of problems with it relating to the flow of information, the speed of decision making, and added costs. Consider the following issues: *Restricted information***:** Information tends to flow toward the top of the organizational structure, so that the management team has a complete set of information with which to run the business. However, the reverse is not the case. There is very little downward flow of information to the lower levels of the organization, which tends to cramp any initiatives that might otherwise originate in these areas. *Slow Decision Making:* The hierarchical system takes time for management decisions to percolate down through the various levels of management and be enacted. If a company operates in a swiftly-changing environment, this can mean that the business is slow to react to competitive and environmental pressures, and so can lose the market share of the organization. *Added Costs:* A hierarchical system requires a considerable amount of corporate overhead to support the senior management group, including extra layers of management, budgeting and control departments, and so forth. This can be an excessive burden on profits of the organization when the bureaucracy is especially bloated [19]. Teece,Pisano & shuen, [20] defined Dynamic capabilities as "the firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments". Dynamic capabilities can be distinguished from operational capabilities which pattern to the current operations of an organization. Dynamic capabilities, by contrast, refer to "the capacity of an organization to purposely create, extend, or modify its resource base. They provided a bridge between the economic-based strategy literature and evolutionary approaches to organization. They opine that three dynamic capabilities are necessary in other to meet new challenges. Organizations and their employees need the capability to learn quickly and to build strategic assets. New assets such as capability, technology and customer feedback have to be integrated within the company. Existing strategic assets have to be transformed or reconfigured. Treece et al. [20] concept of dynamic capabilities essentially says that what matters for business is corporate agility; " the capacity (i) to sense and shape opportunities for threat, (ii) to seize opportunities, (iii) to maintain competitiveness through enhancing, combining, protecting, and when necessary, reconfiguring the business enterprise's intangible and tangible assets.

3. METHODS

This study applied cross-sectional survey design since its drive is to produce a precise representation of persons, events, or situations. As a macro level study, its captured it took a census of all the principal officers in all public institutions in Delta state, Nigeria. Therefore, this research study covers the eight public institutions. Category of officers includes all the Deans, Heads of Department (HOD) as presented below as Table 1. One hundred and thirty two (132) copies of questionnaires were distributed but one hundred and twenty one (121) copies were successfully retrieved and analysed.

Table 1. Population distribution of the 8 public institutions in Delta State

S/N	Names of Public Institutions	Numbers respondents
1.	Delta State University Abraka	22
2.	Delta State University of Science and Technology Ozoro	17
3.	Denis Osadebay University, Anwai, Asaba	17
4.	University of Delta, Agbor	14
5.	Nigeria Maritime University	14
6.	Delta State Polytechnic, Otefe-Oghara	15
7.	Federal University of Petroleum Resources, Effurun	18
8.	Federal Polytechnic Orogun, Delta State	15
Total		**132**

Source: Researcher's Desk 2021

Therefore, the sample size of the study is one hundred and two respondents (121). The questionnaire was the structured closed-ended that allows for easy interpretation of data and designed in the four points Likert scale options in the order of SA = Strongly Agree (4); A = Agree (3), DA = Disagree = 2, and SDA = Strongly Disagree (1). The reliability of the structured questionnaire was ascertained through Test-re-test in which a pilot administration of the questionnaires was made on a portion of the chosen sample and administered after two months and relationship between the two results. Our reliability test was also anchored on the Cronbach Alpha at 0.95.

3.1 Methods of Data Analysis

Based on the nature of the study, which tends to find the relationship between two variables, (administrative bureaucracy and employee resilience), the Pearson's Product Moment Correlation Coefficient was used to analyses the data. However, the analysis is categorized under three headings: primary analysis, secondary analysis and tertiary analysis. The primary analysis here involved the use of descriptive statistics. The secondary analysis here is the results for the test on the hypotheses. The analysis on the relationship between the variables was carried out at a 95% confidence interval and at 0.05 level of significance and the tertiary level of analysis involved the interpretation of the results of the secondary analysis which constitutes the findings with a view of making conclusions and recommendations. Below is the Pearson's Product Moment Correlation Coefficient formula.

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{\left(n\sum x^2 - \sum x^2\right)\left(n\sum y^2 - \left(\sum y\right)^2\right)}}$$

3.2 Univariate Data Analysis

The analysis in this section addressed the descriptive statistics on the extent to which the variables and their properties can be considered as characterizing the organizations of interest to the investigation: public institutions in Delta state. The mode and mean distributions are adopted in the assessment of frequency support for the distributions and the average positions for the variables. Given the adoption of the 5-point Likert as the scaling format for the items on the instruments for the variables, instruments are assessed based on dominant frequencies or mode distributions for how much they agree or disagree to the items on the instrument (Field, 2013). Summary distributions on the other hand for the latent constructs will be assessed based on grand mean summaries from the items where $x > 2.5$ mean coefficients are considered as strong levels of agreement to the constructs, and $x < 2.5$ are considered as weak levels or extent of the evidence and manifestations of the variables (Field, 2013).

The summary distribution for the dimensions of administrative bureaucracy is expressed on Table 4. Results indicate that while the public institutions can be considered as strongly characterized by practices that reflect structural hierarchy (x = 3.4000) and functional specialization (x = 3.1388); there is however a weak distribution for the practices and attributes that reflect role supremacy (x = 1.8281).

Table 4, demonstrates the distribution for the summary for the measures of organizational resilience. The results from the analysis demonstrate that the indigenous express strong evidence of adaptation with their stakeholders (x = 3.2826) however, there is a poor reflection of collaboration (x = 2.5455) and discipline (x = 2.4992) manifested by the public institutions.

Table 2. Reliability test

S/No	Dimensions/Measures of the study variable	Number of items	Cronbach's Alpha
1	Hierarchical management	5	.985
2	Functional specialization	5	.986
3	Role supremacy	5	.984
4.	collaboration	5	.982
5	Adaptation	5	.983
6	Situation Awareness	5	.985
7	Organizational Culture	5	.986

Source: Research data output, 2021

Table 3. Distribution for dimensions of administrative bureaucracy

		Structural Hierarchy	Rules Supremacy	Functional Specialization
N	Valid	121	121	121
	Missing	0	0	0
Mean		3.4000	1.8281	3.1388
Std. Deviation		.71694	.31550	.72011
Skewness		-.987	.541	-.687
Std. Error of Skewness		.220	.220	.220
Kurtosis		.098	8.203	.144
Std. Error of Kurtosis		.437	.437	.437

Source: Research Output, 2021

Table 4. Distribution for measures of organizational resilience

		Adaptation	Collaboration	Discipline
N	Valid	121	121	121
	Missing	0	0	0
Mean		3.2826	2.5455	2.4992
Std. Deviation		.66266	.80125	.46413
Skewness		-1.032	.295	-.800
Std. Error of Skewness		.220	.220	.220
Kurtosis		.233	-.954	.560
Std. Error of Kurtosis		.437	.437	.437

Source: Research Output, 2021

Results from the analysis demonstrates the oil and gas as having a good level of interaction with their stakeholders but a poor a weak level of collaborating and shared purpose with such stakeholders.

3.3 Bivariate Data Analysis

The bivariate analysis for this study bothered primarily on assessing the relationship between the dimensions of administrative bureaucracy and the measures of organizational resilience. The tests are based on ascertaining the extent of correlation between the variables and also the direction of such correlation. The Spearman's rank order correlation coefficient tool is utilized in the test for the correlation. The Spearman's rank order is adopted on the basis of its effectiveness in assessing the correlation of data scaled on both ordinal and interval scales and also its suitability for addressing correlation between variables with heterogenous variance. The probability value (Pv) is adopted as the test criterion for the significance of the relationships while the rho correlation coefficients are adopted as the basis for assessing the strength of the correlations between the variables. The decision rule for significance is therefore based on a Pv < 0.05 for the significance of relationships between variables, and the Pv > 0.05 for the insignificance of the relationship between the variables. The assessment for the strength of correlations is premised on Dancey and Reidy's (2007) design where rho < 0.39 is considered as weak; 0.40 – 0.69 is considered as moderate, and 0.70 – 0.99 is considered as strong.

From Table 5, with adaptation rho = 0.500, structural hierarchy is said to be positively and strongly related to adaptation. Table 5 also indicated that with the Pv= 0.000 for adaptation the relationship is significant. The collaboration rho = 0.269 structural hierarchy is said to be positively but weakly related to collaboration. This means stakeholder mapping exerts a positive but weak influence on collaboration among public institutions. The table also showed with the Pv= 0.003 for collaboration shows that the relationship between stakeholder mapping and collaboration is significant. Therefore the null Hypothesis (H_{02}) which states that there is no significant relationship between stakeholder mapping and collaboration is rejected. Also, with Discipline at rho = 0.500, structural hierarchy is said to be positively and moderately related to discipline. This means that as administrative bureaucracy moderately increases, discipline also moderately increases in the studied schools in Delta State, Nigeria.

Table 5. Structural hierarchy and organizational resilience

			Structural hierarchy	Adaptation	Collaboration	Discipline
Spearman's rho	Structural hierarchy	Correlation Coefficient	1.000	.500**	.269**	.500**
		Sig. (2-tailed)	.	.000	.003	.000
		N	121	121	121	121
	Adaptation	Correlation Coefficient	.500**	1.000	.415**	.433**
		Sig. (2-tailed)	.000	.	.000	.000
		N	121	121	121	121
	Collaboration	Correlation Coefficient	.269**	.415**	1.000	.453**
		Sig. (2-tailed)	.003	.000	.	.000
		N	121	121	121	121
	Discipline	Correlation Coefficient	.500**	.433**	.453**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	121	121	121	121

Source: Research Output, 2021

Table 6. Rule supremacy and organizational resilience

			Rule supremacy	Adaptation	Collaboration	Discipline
Spearman's rho	Rule Supremacy	Correlation Coefficient	1.000	.371**	.266**	.416**
		Sig. (2-tailed)	.	.000	.003	.000
		N	121	121	121	121
	Adaptation	Correlation Coefficient	.371**	1.000	.415**	.433**
		Sig. (2-tailed)	.000	.	.000	.000
		N	121	121	121	121
	Collaboration	Correlation Coefficient	.266**	.415**	1.000	.453**
		Sig. (2-tailed)	.003	.000	.	.000
		N	121	121	121	121
	Discipline	Correlation Coefficient	.416**	.433**	.453**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	121	121	121	121

Source: Research Output, 2021

Table 7. Functional specialization and organizational resilience

			Functional specialization	Adaptation	Collaboration	Discipline
Spearman's rho	Functional specialization	Correlation Coefficient	1.000	.275**	.295**	.373**
		Sig. (2-tailed)	.	.002	.001	.000
		N	121	121	121	121
	Adaptation	Correlation Coefficient	.275**	1.000	.415**	.433**
		Sig. (2-tailed)	.002	.	.000	.000
		N	121	121	121	121
	Collaboration	Correlation Coefficient	.295**	.415**	1.000	.453**
		Sig. (2-tailed)	.001	.000	.	.000
		N	121	121	121	121
	Discipline	Correlation Coefficient	.373**	.433**	.453**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	121	121	121	121

Source: Research Output, 2021

Table 8. Test for moderating role of organisational culture

Control Variables			Administrative bureaucracy	Organizational resilience	Organizational Culture
-none-[a]	Administrative bureaucracy	Correlation	1.000	.480	.573
		Significance (2-tailed)	.	.000	.000
		Df	0	119	119
	Organizational resilience	Correlation	.480	1.000	.569
		Significance (2-tailed)	.000	.	.000
		Df	119	0	119
	Organizational Culture	Correlation	.573	.569	1.000
		Significance (2-tailed)	.000	.000	.
		Df	119	119	0
Organizational Culture	Administrative bureaucracy	Correlation	1.000	.229	
		Significance (2-tailed)	.	.012	
		Df	0	118	
	Organizational resilience	Correlation	.229	1.000	
		Significance (2-tailed)	.012	.	
		Df	118	0	

Source: Research Output, 2021

The evidence for the test for the relationship between stakeholder's dialogue and the measures of organizational resilience is presented in table above. Results from the analysis demonstrate that role supremacy significantly correlates with all three measures of organizational resilience. From table 6 above and adaptation rho = 0.371 rule supremacy is said to be positively but weakly related to adaptation. Table 6 also with the Pv= 0.000 for adaptation, the relationship between rule supremacy and adaptation is significant. Therefore the null Hypothesis (H_{04}) which states that there is no significant relationship between role supremacy and adaptation is rejected. Collaboration with rho = 0.226, rule supremacy is said to be positively but weakly related to collaboration. Thus, the Pv= 0.003 for collaboration shows that the relationship between Rule supremacy and collaboration is significant. As Discipline rho = 0.461, rule supremacy is said to be positive. The table also showed with the Pv= 0.000 for Discipline, that the relationship between role supremacy and Discipline is significant. Therefore the null Hypothesis (H_{06}) which states that there is no significant relationship between rule supremacy and Discipline,

The outcome for the test for the relationship between functional specialization and the measures of organizational resilience is presented in Table 7. Evidence from the analysis shows that functional specialization significantly correlates with all three measures of organizational resilience. This is shown that with adaptation at rho = 0.275 functional specialization is said to be positive but weakly related to adaptation, therefore the null Hypothesis (H_{07}) which states that: there is no significant relationship between functional specialization and adaptation of the tested officers is rejected. This table also showed that a rho value =0.295 for collaboration, functional specialization is said to be positively but weakly related to collaboration. This means that when functional specialization increases, collaboration increases but weakly. Therefore, the null Hypothesis (H_{o8}) which states that: there is no significant relationship between Functional specialization and collaboration. The rho value = 0.500 for Discipline, functional specialization is said to be positively and strongly related to Discipline. This means that the relationship between functional specialization and Discipline is significant.

From Table 8, with an R=0.480 for indirect relationship and R= 0.229 for direct relationship, organisational culture is said to be positive. This shows that organisational culture positively plays a moderating role in the relationship between administrative bureaucracy and organizational resilience of public institutions in Delta State, Nigeria.

4. FINDINGS AND DISCUSSIONS

The quantitative and qualitative features and outcomes of the study both identified administrative bureaucracy as imperative towards enhancing outcomes of organizational resilience. This is as the qualitative evidence situates the observations of the quantitative findings and thus revealed all three dimensions as being critical to the actualization of organizational resilience in the public institutions studied. The relationship between structural hierarchy and organizational resilience is observed to be significant. The relationship is manifested in building and advancing a more substantial level of adaptation, collaboration and Discipline.

Rule supremacy significantly influences outcomes of organizational resilience such as adaptation collaboration and discipline in public institutions. Thus, responses revealed that when rules are seen to be respected, resilience is achieved.

The finding of the study showed that functional specialization significantly impacts on outcomes of organizational resilience such as adaptation, collaboration and Discipline. The evidence demonstrates the role of involvement and participation in the development and improvement of relationships and exchanges. On this basis, previous hypotheses on the relationship between the variables were rejected based on the observed significance of the relationships. It was also evident that while stakeholders' relationship management play key roles in advancing outcomes of organizational resilience such as adaptation, collaboration and Discipline, most of the correlations were either weak or moderate with no high or strong correlation. This may be connected to other underlying factors which may be considered as either necessitating or explaining the relationship between the variables; one of which is the culture of the organization. Evidence from the analysis showed that two dimensions of organizational culture investigated in the study: clan and market

culture, both significantly moderate the relationship between administrative bureaucracy and organizational resilience.

Based on the foregoing it is evident that while administrative bureaucracy can be considered as important in advancing outcomes of organizational resilience, it is also important that considerations are placed on the culture of the organization and its emphasis on values that reflect the bonding between members of the organization or the shared sense of responsibility towards the organization by members and stakeholders of the organization. This is because organizational culture is important in developing organizational attributes which define its relationship with its stakeholders and with the constituents of the external environment.

The findings of this study suggest a position in that not only establishes relationships as critical and essential to the wellbeing and health of organizations, it also identifies the need for installed support systems, norms and policies that constantly reinforce these relationship values and goals of the organization. The study in this way reinforces the views expressed by previous studies Arditi e*t.al*(2016) which so far have often hinged the organizations success in relationships with the external environment on its adoption of policies and norms that resonate with the pervading values and norms of their context, or the society in which the organization finds itself. This is further echoed in the need for organizational embeddedness and its validation through adherence to the general industry norms and its role play and conformity to established rules and operational frameworks that guide and structure behaviour within the society or context within which the organization operates.

5. CONCLUSION

The observations of this study so far link outcomes of organizational resilience to the effective mapping, dialogue and engagement of the organization's stakeholders. In this way, it is apparent that the structuring of relationships and the involvement of stakeholders in key operational areas and decision-making functions, serve to harmonize views and as such, integrate the values and expectations of both parties effectively. To conclude therefore, this study asserts that the adoption and practice of administrative bureaucracy as expressed through the mapping, dialogue and engagement of stakeholders promotes the integration of stakeholders views and expectations in the planning and decision process of the organization in such a way that allows for the both parties to communicate effectively, collaborate and also agree substantially on projected organizational goals and objectives; thus, achieving harmony. The also reiterate on the interplay of organisational culture as moderating the existence of better administrationve bureaucracy and employees resilience in the institutions. The views expressed in this study and the conclusions reached strengthen the argument and theoretical positions on the importance of administrative bureaucracy and organizational resilience. The study therefore recommended that: That heads of these public institutions as well as other principal officers should enhance flexibility in the hierarchy that allows for free flow of communication at all levels. This is expected to enshrine better collaboration, adaptation and discipline. Public institutions should properly divide the functions that it employees are expected to carry out. With this clearly define functions the level of administrative bureaucracy will improve work performance and build confidence in the workforce. Rules of engagement should be strictly adhered to so as to protect the interest of all employees and restore confidence in the workforce of the institutions suited.

CONSENT

As per international standard or university standard, respondents' written consent has been collected and preserved by the author(s).

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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