



MULTI-PERSPECTIVE GROWTH AND PRE-BUREAUCRATIC STRUCTURES OF INTERNATIONAL BUSINESS IN BANKS IN UGANDA

Kirabo Kyeyune Bounty Joseph¹, Yahayah Ibrahim², & Haruna Kabir³

Abstract

This study was motivated by the desire to explore the interplay of multi-perspective growth and pre-bureaucratic structures of international business in some selected banks in Uganda. Specifically the study intended to (i) determine the demographic profiles of the respondents in terms of gender, age, education qualifications, location of banks, position held in the bank and years of service; (ii) to determine the level of multi-perspective growth in the selected international banks in the study in terms of financial growth, strategic growth and technological growth; (iii) to determine the level of pre-bureaucratic structures in the selected international banks in the study (iv) to establish whether there is a significant difference in the level of multi-perspective growth and level of pre-bureaucratic structures in the international banks and (v) to establish whether there is a significant relationship between Multi-Perspective Growth and Pre-bureaucratic Structures in international banks. Using descriptive, comparative, correlational and cross-sectional strategies, data were collected from 108 corporate and middle managers using self-administered questionnaires (SAQs) as the main data collection instruments. Data were analyzed using frequency counts and summary statistics, student's t-test, ANOVA and linear correlation Co-efficient analysis and Regression Analysis. The study revealed that majority of the respondent managers (95.4%) have offices in Kampala, (65.8%) serve banks whose existence is not beyond 20 years, (91.7%) are university graduates, 70.4% were in the early adulthood age, (52.8%) were males, (58.3%) were middle managers and (79.6%) had served their banks between 1-10 years. The levels of multi-perspective growth were high (2.68). The study found a significant relationship between the level of multi-perspective growth and pre-bureaucratic structures (Sig.=0.038). There was no significant difference between male and female views on pre-bureaucratic structures. It was found that financial growth and strategic growth had no significant influence on pre-bureaucratic structures (Sig. =0.607 and 0.975) respectively. Technological growth on the hand had a significant effect on pre-bureaucratic structures (Sig. = 0.000). It was concluded that multi-perspective growth had a significant effect on pre-bureaucratic structures. It is thus strongly recommended that banks should step up their trading of government securities and bonds and utilize debt capital to the maximum to outgrow the pre-bureaucratic level.

Introduction

Multi-perspective growth is the increase both in capacity and continuity of an enterprise. In this paper it is conceptualized as financial growth, strategic growth and technological growth. Growth does not take place in a vacuum it does so in an environment. According to Bygrave and Zacharakis (2004), the environment may change in relation to the social, legal, economic, political and technological dimensions. Entrepreneurial firms must build organizations that can operate effectively in these dynamic environments- ever changing situations. They must make decisions to ensure they can sustain themselves over the long term, while building the foundation for future new businesses.

There is broad support in virtually all empirical studies for a strong positive impact on economic growth by the investment rate (especially the rate of investment in plant and equipment) and by various measures of human capital (such as the literacy rate, school enrollment ratios, and average life expectancy). However the study focused on financial growth, strategic growth and technological growth.

Enterprise structures are frequently used as tools for change. Structures support or inhibit communication and relationship across the organization (McShare and von Glinow 2005). Organizational structure has been defined as the frame work in which the tasks are divided, resources are displayed, and departments are co-ordinated (Darf and Marcic, 2004). Yet another definition of organization structure is one advanced by Jones and George (2003), thus, organizational structure is the form or system of tasks and job reporting relationships that determines how employees use resources to achieve organizational goals.

Over the past two decades a number of banks have undergone closure, while others have changed hands and some merged to form new entities altogether. For example Greenland bank and Teeffe bank were closed while Uganda Commercial Bank (UCB) was swallowed up by Stanbic bank. Could this be a consequence of the level of growth of the bank or the type of enterprise structure adopted by the bank? However, it is not clear whether international banks in Uganda are homogenous (the same in structure or quality) or heterogeneous (differing) in their structures. Some banks are big yet others are small. Some have got many branches while others have few. Some have been closed, merged or taken over.

¹ PhD Candidate CHDR Kampala International University.

² Senior Lecturer, Kampala International University- Department of Business and Management.

³ Senior Lecturer, Kampala International University- Department of Economics.

A sound structure is essential for the efficient and effective functioning of an enterprise because organization structure lays down the pattern of communication, flow of information and means of coordination, (Agarwal, 2008). Unfortunately, there is no ideal enterprise structure which can suit all kinds of organizations (Robbins & Judge, 2010; Agarwal, 2008; Kaila, 2007; Reddy and Hayathri, 2000). In particular, ethnographic observation suggests that some banks in Uganda have differing structures. This predicament inspired the need for this study to establish the relationship between multi-perspective growth, namely; financial growth, strategic growth, technological growth and pre-bureaucratic structures of international business in the selected banks in Uganda.

The Contingency Theory expounding on the Systems Theory credibly propounds a direct relationship between multi-perspective growth and pre-bureaucratic structures, suggesting the structure level hinges on the level of multi-perspective growth.

Review of Related Literature

Growth has been defined as an investment style that looks for stocks or growth potential, (Gale Encyclopedia on small business, 2002, and 2006). Any firm whose business generates significant cash flows or earnings, which increase at significant but faster rates than the overall economy is defined as a 'growth company'. A growth company tends to have very profitable re-investment opportunities for its own retained earnings. Thus, it typically pays little to no dividends to stock holders, opting instead to plow most or all its profits back into its expanding business. Business growth has also been defined as getting to the bottom line. At a high level there are only two ways to grow a business: increase sales (top line) and decrease costs (to increase the bottom line – profit), (Wickham, 2006).

Financial Growth

This may be defined as the generation of cash flows or earnings. Growth is incumbent upon the enterprise's ability to attract new resources. The ultimate source of resources is the customer. According to Wickham (2006), the financial performance of an enterprise is important to all its stakeholders. A sound financial position secures the employees, assures customers the prospect of good service and investment in the future offerings and suppliers confide in a demand for their output thus the enterprise's performance relative to its particular business sector and the overall trends in the enterprise's performance needs to be considered. Several researchers including (Horne, 2002; Pandey, 2009; Aluonzi, 2011; Zziwa, 2001; Gesa, 2001; Chandra, 2001; and Uwizeye, 2001) have alluded to this school of thought.

This calls for financial control. Financial control depends on the financial plan. The financial plan is an inherent part of the business plan. There is therefore need for managing cash flow, managing inventory, managing fixed costs, managing cost and profits, addressing taxes, record keeping (Hirsch, et al., 2009). Net cash flow is the difference between cash inflows and cash outflows. The entrepreneur's decision making will be influenced by four main facets: the enterprise's underlying performance, its growth in value, the trend in its risk, and its dividend yield.

Strategic Growth

This may be defined as the focusing on re-investment opportunities especially of retained earnings. Wickham (2006) contends that the strategic approach to organizational management, regards the enterprise a single coherent entity which must be managed in its entirety. It locates the enterprise conceptually in an environment from which it must draw resources and add value to them. The enterprise must then distribute the new value created to its stakeholders. The strategic approach also recognizes that the enterprise is in competition with other enterprises that also seek to attract and utilize those resources.

Technological Growth

Technological growth is the level of application of technology. An enterprise's technology is simply the way it goes about performing its tasks. Some tasks are relatively straight forward, others are more complex but repetitive and yet others constitute a small number of tasks that are complex with possibly very few repetitive elements. Wickham (2006) contends that individuals will tend to define their roles in relation to the demands of a particular project, rather than the expectation of a routine. In this case the enterprise may develop expert roles and ad hoc team structures. According to Nzuve (2007), the process of transforming organizational inputs such as raw materials, capital, equipment and labour into outputs (goals and services) is referred to as technology. The type of technology used influences the way an organization is structured. Agarwal and Audretsch (2000) used the stages of product life cycle as a proxy for differences over time in the level of technological intensity to identify its effects on firm survival. The study found a positive significant effect on firm survival.

Cerfis and Marsili (2005) examined how different types of innovation affected a firm's survival. The conclusion was that enhanced ability to adapt to changes in technologies and markets was important for increasing survival chances. Audretsch and Mahmood (1995) also investigated the link between technology use and innovation on survival. They suggested that survival rates were among other things related to technological regime. Development in information and communication technology (ICT) has revolutionized delivery channels for financial service providers. The new delivery channels are increasingly becoming substitutes for "brick and mortar" bank branches. Bank customers are able to do their banking away from the branches that physically house their bank accounts. The new channels of service delivery include the automated teller machines (ATMs), tele-banking, personal computers (PC) banking and home banking, (Nsubuga, (2001); Omara, (2011).

Electronic delivery channels such as ATMs, telephone banking and on line banking are options that have been made available by banks to serve their customers better. They need not transact business with their banks only through face to

face contact. Information and technology has brought about changes that have transformed the structure of the banking industry. With the transformation, customers have become more sophisticated and new products have been made available. This has resulted in changes in cost structure and improvements in competition among banks, (UNCTAD, 2000); Omara, (2011). However, customer's ability to keep pace with technological advancement rests on several factors, (Ongkasuwan & Tantichattanon, (2002).

Pre-bureaucratic Structures

Attempts to define the term structure, more often than not, fail to transcend tautological traps wherein structure is often described as being a form or a pattern. Structure is perhaps better understood as a founding or epistemic metaphor of social science, rather than being a precise or functionalist concept (Sewell, 2005). The contrast between these new and old MNC structural forms reflects the different understanding of metaphor of structure taken in anthropology and sociology (Giddnes, 1981).

The problem implied in this conception, and partially understood by Chandler, was neatly critiqued in Churchill's infamous remark that "we shape our buildings, thereafter they shape us", Churchill, (2003). Once an organization's structure is established, it is intuitively considered very difficult to change and as a result strategy tends to follow it, which is essentially the counter argument to Chandler's maxim.

The introduction of the term heterarchy by Hedlund is usually cited as the point of schism in the study of subsidiaries (Birkinshaw, 1995). Birkinshaw and Morrison (1995) suggest that the schism can be identified in the distinction between subsidiary role and subsidiary strategy, wherein the term role suggests an 'imposed' function on the subsidiary, whereas the term strategy suggests that subsidiaries have at least some hand, act or part to play in shaping their own fate or destiny. Most contributors use the terms; subsidiary role and subsidiary strategy interchangeably (Birkinshaw and Morrison, 1995). This is further complicated by other euphuisms for independent subsidiary strategy such as subsidiary development (Paterson and Brock, 2002), subsidiary upgrading (Dorrenbacher and Gammelgaard 2004), and subsidiary entrepreneurship (Birkinshaw, 1998; Zahra, Dharwadkar and George, 2000).

Every organization has a unique structure, (Wickham, 2006). It has both static and dynamic aspects. At one level it is the framework of reporting relationships that describes the organization – enterprise. This is how the enterprise is often depicted in hierarchical organizations. This formal structure is, however just a skeleton.

Nzuve (2007) suggested that, although the selection of an organizational structure ultimately rests in the hands of the decision maker, organization size, technology and environment have a significant influence on organizational structure. However, Handy (1993) contends that in a matrix organization, which structure he described as a net, a project manager, for instance usually has more than one boss and this acts to limit discretion.

Organization Size

In general, the larger the enterprise the more complex its structure will be. A larger enterprise has more tasks to be differentiated and hence more layers of management. Wickman (2006) supports the view that enterprise complexity dictates departmentation with each reporting to the centre.

Older and larger organizations tend to be more formalized than younger and smaller organizations. Nzuve (2007) noted that an increase in the number of employees is likely to increase the number of work groups which in turn increases the organizational complexity. Robbins and Judge (2010) also contend that, as tasks become more complex and more diverse skills are needed to accomplish tasks, management turns to cross functional teams. Kiunga (2009), like Ben Carson (1990; 1992), advocates for thinking big but starting small. Firm size in many of the empirical studies has been found to positively affect firm survival (Audretsch and Mahmood, 1995; Cerfis and Marsili, 2005; Mengistae, 2001; Geroski, Mata and Portigal, 2007; Gorg and Strobl, 2000; and Harding, Sollerbom, and Teal, 2004).

The size effect on firm's survival is on account of the cost disadvantage resulting from operating at a sub-optimal scale of output increases (Audretsch and Mahmood 1995). Nkurunziza (2005) found contradicting evidence on the size effect on Kenyan manufacturing firm's survival- size was not a significant determinant of firm survival. His view was supported by McPherson (1995), whose study on four South African countries revealed a significant, positive size-effect on firm survival for only one country.

Many entrepreneurs find that as the venture grows, they need to change their management style, which changes the way they deal with employees and pressures on the entrepreneur's time. One of the biggest problems in growing a firm is encapsulated in the phrase "if only I had more time," while this is a common problem for all managers, it is particularly applicable to entrepreneurs who are growing their businesses, (Hisrich, et al, 2009).

Null Hypotheses

The null hypotheses tested in this study contended on (i) no significant difference in the levels of multi-perspective growth and pre-bureaucratic structures of international business in relation to cooperate head office, location, duration of the bank, education background, age bracket, gender, position held, years in service of the respondents; (ii) No significant difference in the levels of multi-perspective growth and level of pre-bureaucratic structures of international banks; (iii) no significant difference between levels of multi-perspective growth and pre-bureaucratic structures of international banks in the selected international banks.

Methodology

Employing the descriptive, comparative, correlational and cross-sectional strategies, the data were collected using a combination of standardized and researcher devised questionnaires with items on growth and private enterprise structures of the respondents' business. Using the Sloven's formula, a minimum sample size of 142 was targeted although 185 questionnaires were administered to the respondents where 108 (76%) were retrieved. This was through purposive sampling of the nine selected banks' corporate and middle managers in Uganda. The Cronbach's Alpha coefficient test indicated that the questionnaires were acceptable at above 0.7 ($\alpha=0.834$). The data were analyzed using summary statistics, such as means and ranks. Null hypotheses were tested using the t-test, analysis of variance (ANOVA), correlation coefficients and regression analysis.

Findings

Summary Table of Average Means For the Constructs on the Level of Multi-Perspective Growth

Constructs	Average mean	Interpretation	Rank
Strategic growth	2.72	High	1
Financial growth	2.70	High	2
Technological growth	2.62	High	3
General average	2.68	High	

Source: Primary Data 2012

Legend for level of Multi-Perspective Growth

Mean	Response Mode	Description	Interpretation
1.00 - 1.75	Strongly Disagree	Disagree with no doubt	Very Low
1.76 - 2.50	Disagree	Disagree with some doubt	Low
2.51 - 3.25	Agree	Agree with some doubt	High
3.26 - 4.00	Strongly Agree	Agree with no doubt	Very High

Generally, the three constructs of multi-perspective growth were rated 2.68 (high). This means that the level of growth of the banks venturing in international business is high which enhances a prediction of a dynamic enterprise structures. The study findings are in agreement with Wickham (2006) who argues that structural advantages arise when the business organizes itself in a way which gives flexibility and responsiveness in the face of competitive pressures. The study results support the view of Eisenhardt et al., (2000) that the strategic management of entrepreneurial organizations is essentially a balancing act on the edge of chaos. It is also in agreement with the Economist Intelligence Unit which posts that ICT infrastructure helps not just the enterprise but overall economic growth.

Technological growth going by the mean average of 2.62 is the least and below the general average mean of 2.68. This implies that there is need to invest more in technology to reap the benefits therefrom.

Significant Difference in the Level of Pre-bureaucratic Structures in Relation to the Bank's Duration (Years of Existence)

(Level of Significance = 0.05)

Structure	Mean	T-value	Sig.	Interpretation	Decision Ho
Pre-bureaucratic	3.00	0.771	0.547	No significant difference	Accepted

Source: Primary Data 2012

Using Fisher's One Way Analysis of Variance (ANOVA) at a 0.05 level of significance, the hypothesis of no significant difference in the level of pre-bureaucratic structures in relation to the banks duration was accepted. Surprisingly, the researcher noted that pre-bureaucratic structures have no significant difference in relation to duration contrary to the earlier view that they differ significantly. Proponents consider the structures as differing with the level of growth attributable to period of existence.

Significant Difference in the Level of Pre-bureaucratic Structures in Relation to the Bank's Location

(Level of Significance = 0.05)

	Location	F	Sig.	Interpretation	Decision on Ho
PRE-BUREAUCRATIC	Between Groups	2.065	0.109	No significant difference	Accepted
	Within Groups				
	Total				

Source: Primary Data 2012

According to the Analysis of Variance (ANOVA) at a 0.05 level of significance, the hypothesis of no significant difference in the level of enterprise structures in relation to the bank's location was accepted. At pre-bureaucratic level the Sig. = 0.109. The results showed that there was no significant difference in the level of pre-bureaucratic structures in relation to the bank's location.

Significant Difference in the Level of Multi-Perspective Growth In Relation To Education Background

(Level of Significance = 0.05)

CONSTRUCT	Education Background	F	Sig.	Interpretation	Decision on Ho
FINANCIAL GROWTH	Between Groups	0.644	0.632	No significant difference	Accepted
	Within Groups				
	Total				
STRATEGIC GROWTH	Between Groups	0.745	0.564	No significant difference	Accepted
	Within Groups				
	Total				
TECHNOLOGICAL GROWTH	Between Groups	0.379	0.823	No significant difference	Accepted
	Within Groups				
	Total				
MULTI-PERSPECTIVE GROWTH	Between Groups	0.525	0.718	No significant difference	Accepted
	Within Groups				
	Total				

Source: Primary Data 2012

Using the Analysis of Variance at a 0.05 level of significance, the hypothesis of no significant difference in the level of multi-perspective growth in relation to education was accepted. The results revealed that the level of multi-perspective growth was perceived by all managers both in totality and within, the constructs in virtually the same way irrespective of their education background. Thus the level of financial growth, the level of strategic growth, and the level of technological growth was assessed by managers in the same dimensions regardless of their education background.

Significant Difference in the Level of Multi-Perspective Growth according to Position held by Respondents
(Level of Significance = 0.05)

CONSTRUCT		F	Sig.	Interpretation	Decision on Ho
FINANCIAL GROWTH	Between Groups	1.453	0.222	No significant difference	Accepted
	Within Groups				
	Total				
STRATEGIC GROWTH	Between Groups	0.982	0.421	No significant difference	Accepted
	Within Groups				
	Total				
TECHNOLOGICAL GROWTH	Between Groups	1.101	0.360	No significant difference	Accepted
	Within Groups				
	Total				
MULTI-PERSPECTIVE GROWTH	Between Groups	2.598	0.334	No Significant difference	Accepted
	Within Groups				
	Total				

Source: Primary Data 2012

According to Analysis of Variance at a 0.05 level of significance, the hypothesis of no significant difference in the level of multi-perspective growth in relation to position was accepted for each of the constructs viz financial growth, strategic growth and technological growth. This holds true for multi-perspective growth at Sig = 0.334 on the basis of which the hypothesis was accepted.

Significant Difference in the Level of Multi-Perspective Growth according to Years of Service of the Respondents
(Level of Significance = 0.05)

Construct	Years of service	F	Sig.	Interpretation	Decision on Ho
Financial	Between Groups	1.632	0.187	No significant difference	Accepted

Growth	Within Groups				
	Total				
Strategic Growth	Between Groups	0.861	0.464	No significant difference	Accepted
	Within Groups				
	Total				
Technological Growth	Between Groups	1.113	0.348	No significant difference	Accepted
	Within Groups				
	Total				
Multi-Perspective Growth	Between Groups	0.944	0.422	No significant difference	Accepted
	Within Groups				
	Total				

Source: Primary Data 2012

The ANOVA results led to accepting the hypothesis as there was no significant difference exhibited in the variable (multi-perspective growth and all its constructs) in relation to the respondents' years of service.

**Significant Difference in the Level of Pre-bureaucratic Structures in Relation to Gender of the Respondents
(Level of Significance = 0.05)**

Structure	Gender	Mean	t	Interpretation	Decision on Ho
Pre- bureaucratic	Male	2.98	-0.748	No significant difference	Accepted
	Female	3.03	-0.750		

Source: Primary Data 2012

The t-test results for all constructs of enterprise structures are greater than $\alpha = 0.05$, thus at the 5% level of significance, the hypothesis was accepted. It is inferred from the results that pre-bureaucratic structures as viewed by the two gender constituents did not differ significantly. This is attributable to gender sensitivity and an even plane of exposure to the respondents.

Regression Analysis between the Dependent and Independent Variable: (Private Enterprise Structures and Multi-Perspective Growth)

(Level of Significance = 0.05)

Variables regressed	Computed Value	F-	Adjusted R ²	Sig	Interpretation	Decision on Ho
Private Enterprise Structures Vs Multi-perspective Growth	14.779		0.346	0.000	Significant effect	Rejected
Coefficients Private Enterprise Structures Vs	Standardized Beta	T	Sig			
(Constant)		9.443		0.000	Significant effect	Rejected
Financial Growth	-0.009	-0.031		0.975	No significant effect	Accepted
Strategic Growth	-0.076	-0.516		0.607	No significant effect	Accepted
Technological Growth	0.578	5.073		0.000	Significant effect	Rejected

Source : Primary Data 2012

ulti-perspective growth constructs considered (financial, strategic and technological) were collectively (adequate) in explaining private enterprise structures of international business in the selected banks ($F = 14.779$ sig. = 0.000) but accounting for only 34.6% of variation in the dependent variable (adjusted R square = 0.346). The table further suggests that while all the constructs were significant positive correlates of private enterprise structures, the only significant one was technological growth ($\beta = 0.578$; sig. = 0.000).

The study found that financial growth and strategic growth had no significant influence on private enterprise structures of international business in the selected banks where: $\beta = -0.076$ sig. 0.607 and $\beta = -0.009$ and sig. = 0.975 respectively which was in conformity with the Contingency Theory which has it that every change in situation calls for another structure.

Conclusions

Based on the findings of the study, the ensuing conclusions were drawn; the level of multi-perspective growth and pre-bureaucratic structures were significantly correlated. However, the level of financial growth and that of strategic growth were not significantly correlated with pre-bureaucratic structures. Both the male and female respondents viewed pre-bureaucratic structures in the same way.

Technological growth was a strong and direct correlate of pre-bureaucratic structures. There was a significant correlation between multi-perspective growth and private enterprise structures. The Contingency Theory as well as the Systems Theory validly explained the significant correlation between multi-perspective growth and private enterprise structures. Bertalanffy's Contingency Theory (1972) was proven in relation to multi-perspective growth and private enterprise structures. Also proven was the Systems Theory propounded by Lawrence and Lorsch (1967).

Recommendations

Based on the findings of the study, these are recommended:
Banks should step up their trading of government securities and bonds in order to tap into this lucrative business. Banks should regularly monitor their interim net income to avoid discovering losses as a postmortem when it's too late. Banks should consider payments of dividends as a salient motivator to the shareholders or investors. They should embrace the advantages of leaning on leverage in light of NPV. Banks should endeavour to ensure that their sales meet the banks expectations because reasonable budgeting hinges on sales.

The banks should step up the adaptation of ICT to revolutionize the delivery channels of the banks(e.g tele-banking, on line banking or internet banking without undue delay). The banks should draw a distinction between the entrepreneur and management for growth of operations and streamlining management. The banks should adopt a federal organizational structure to contingently fit in their operating environment. They should consider having no boundaries in their management and operations to enjoy the benefits of post-bureaucracy. Banks should adopt the most appropriate technology in their operations in order to be cost effective. The central bank should ensure that the international banks customize their structures and control their operations.

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