THE RELATIONSHIP BETWEEN DIVERSITY MANAGEMENT APPROACHES AND SERVICE DELIVERY IN KISORO DISTRICT LOCAL GOVERNMENT (KDLG)

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DECLARATION

This research project is my original work and has not been presented in any other university or any other institution for higher learning.

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DEDICATION

This piece of work is dedicated to My Lovely father Mr. Sam Rwabanda whose parental guidance as a father and mother encouraged and motivated me to read hard to be self-reliant.

I also dedicate it to my Lovely husband and children whose love and Inspiration gives me the courage and motivation to push on in difficulties.

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ABBREVIATIONS AND ACRONYMS

CBG   Capacity Building Grant

DDP   District Development Plan

DTPC   District Technical Planning Committee

IFMS   Integrated FinancalManagenet System

IHRIS   Integrated Human Resource Information System

ILO   International Labour Organisation

IMS   Information Management System

IPPS   Integrated personnel payroll System

KDLG   Kisoro District Local Government

LGMSD   Local Government Management Services Development

MDAs   Ministries and Development Agencies

MOM   Ministry of Manpower

NPHCR   National Population and Housing Census Report.

OBT   Out Put Budgetin Tool

UN   United Nations

UNESCO   United Nations Education Scientific Organisation

UNMDGS   United Nations Mellinium Development Goals

ABSTRACT

The purpose of the study was to investigate the relationship between diversity management approaches and service delivery in Kisoro District Local Government (KDLG). Specifically, the study sought to: establish the relationship between Cultural audit and service delivery; examine the relationship between diverse workforce performances maximization and service delivery and; find out the relationship between affirmative action and service delivery in Kisoro District Local Government. The study used a cross sectional research design with both quantitative and qualitative approaches being used. Simple random and purposive sampling techniques were used to select a sample of 95 respondents from which data was collected through questionnaires and interviews. Pearson's correlation co-efficient was used to determine the relationship between diversity management and service delivery and qualitative data was transcribed into themes and analysed by narrative forms, quotation and paraphrasing. Regression analysis and the Analysis of Variance (ANOVA) technique were used to establish the magnitude of the relationship between diversity management approaches and service delivery. Findings revealed that diversity management approaches positively affected service delivery in Kisoro District Local Government. The study recommends that Kisoro District Local Government should ensure that negative attitudes and behaviours in the workplace which include prejudice, stereotyping and discrimination should never be used by management for hiring, retention and termination practices; the District Administration and management should gather and consider valuable information focusing on three major areas such as policies, procedures, and processes; service providers; and clients served to assess the current cultural state.

CHAPTER ONE

INTRODUCTION

1.1 Overview
This chapter presented the Historical, theoretical, Conceptual and Contextual background to the study, Statement of the problem, purpose of the study, research objectives and questions, conceptual frame work, scope of the study, significance of the study, Justification of the study and operational definitions of terms and variables.

1.2 Historical Background
Diversity management was recognised and felt necessary way back in the 1950s when women and other minority groups' representation was 29.4 % in the United States workforce which later rose to 46.3 % in the 1970s according to the United States Census Bureau and the United States Bureau of Labour Statistics-USBLS (2007).

However, prior to the 20th century, a number of studies were conducted and concluded on diversity but little documentation was done on its management because minority groups were then considered to be only at the receiving end in society, the international Labour Office Report, (2007). Since the 20th century however, numerous studies have been conducted on diversity and its management that have shown its continued increase worldwide for example in Austria it rose from 22.9% in 1954 to 46.1% of women representation as per the Common Wealth Bureau of Census and Statistics Report (2006).

Throughout the African continent, the male –Female ratio was approximately 69.2: 39.2%, Anyanwu& Augustine (2013). Diversity management in Ugandan public sector today is evidenced in the guidelines to the recruitment and selection process, existence of the Equal Opportunity Act,2010, and Equal Opportunity Commission established under section32(3) & (4) of the

constitution,1995 and the existence of the Ministry of Gender Labour and Social development among others.

However today, due to the consequences of globalization, a number of multinational institutions/ Local governments, organisations and projects require a diverse workforce to maximise resource utilisation and improve service delivery. This has led to establishment of global standards, policies and guidelines to balance global and local workforce to ensure proper management of a diverse workforce (Lojicl,2005).

1.3 Theoretical Background
In social identity theory of Hogg, Oakes, Deicher and Wetherell (1987), and Tajfel, Billig. Bundy and Flament (1991), individual characteristics are clearly spelt out such as age, gender, religion, ethnicity, ability and race among others. Membership to the group is based on perceptions and in this theory, it is believed that members contribute equally to the institutional output without one being better than the other. Anyone with different characteristics is less valued and perceived in a negative light. According to Tajfel, *et al.*, (ibid),In this theory, it is assumed that those with similar characteristics shall be willing to work together in order to increase efficiency and effectiveness (Horwitz, 2005).

Social cognition theory takes into account individual Values rather than the group's, the values here include, religion, ethnicity, race, beliefs among others (Tajfel*et al.*, 1991). Membership to the group is based on targets. Social cognition theory, assumes that multiple viewpoints shall give better decision making skills and creativity, Horwitz, (2005).

However, this theory is in agreement with Pasthuma&Colella, (2008), who states that most individuals are attracted to institutions and organisations whose members have values that are similar to theirs for comfortability purposes. In this era of globalisation and its effects on service

delivery however, the social cognition theory is likely to promote traces of discrimination while social identity theory is likely to promote diverse workforce in institutions. With the fact that diversity management refers to both similarities and differences in individual or group characteristics, it anticipated that the quality of service in Kisoro District is attributed to the diversities within the workforce.

1.4 The conceptual perspective

Whereas Upadhaya, Munir and Blount (2014) defines Workforce diversity as the demographic differences that exist within an institution like a District such as racial, cultural, societal, geographical, economic and political backgrounds, Kreitner and Kinichi (2004) define it as the multitude of the individual differences and similarities that exist among the people working in an institution/ district Local Government.

Diversity management refers to the process of accepting and understanding that each and every individual is unique and different. It involves turning beyond simple tolerance of one another's characteristics to celebrate the rich dimensions of diversity therein; appreciation of human interdependence and practice mutual respect according to (Patrick, 2012).Diversity management approaches refers to the ever growing number of models, methodologies and theories developed to tackle those issues or characteristics of the workforce (Flood, 1996).

Service delivery refers to the actual output measured against the set goals and objectives. The output can be measured using dimensions like reliability, Timeliness and quality of work/service delivered while diversity management refers to the practices that address and support multi-lifestyle and personal characteristics in an institution/public sector through activities like teaching and providing support to workforce so as to accept and respect one another's differences (Richard *et al.*, 2009).

In this study, diversity management approaches were conceptualised as independent variable while service delivery as the dependent variable in a sense that diversity management approaches affects service delivery in such a way that depending on how diversity has been managed, it can lead to either good or poor quality of service. Other contemporary authors have defined service delivery as component of business that defines the interaction between providers and clients where the provider offers a service whether that be information or a task and the client finds value or loses value as a result. Good service delivery provides clients with value. The general analysis of the institutional level of output basing on financial, market and stakeholder value service delivery in relation to the institutional goals and objectives (Michelle, 2012).

Service delivery also refers to the translation of goal into results through a critical analysis of the service delivered that address individual and institutional matters of service delivery to create and sustain a health and effective result oriented culture. However, he adds that this is more effective in private sector whose results are tied on financial goal (The Modernisation Act, 2010).

1.5 Contextual Background

Kisoro District Local Government was created in 1991 under the Government's decentralisation policy. It was curved out of Kabale District Administration with an overall goal of bringing services closer to the people, NPHC Report (2014).Overtime, the Government of Uganda has adopted the worldwide method of advertising, selecting and recruiting employees to attract people from different backgrounds into the service of Kisoro. Government has also procured Information Technology equipments, provided Financial support and Technical back stopping and other initiatives such as IFMS,(2010) and IPPS, (2014), IHRIS, (2012) and IMS,(2011), inacted Laws, policies and guidelines to create a condussive environment for the diverse workforce, staff have been trained on attitude change and other related aspects under Government Grants for a number of Districts Kisoro inclusive to ease routine work and improve service delivery, However with all

the above innovations and availability of a diverse that consists of people from other Districts like Kabale, kasese,Kiruhura and those surrounding Kisoro, Rwanda and Congo in the workforce, Kisoro District has continued to perform at static level according to the National Assessments conducted by the Ministry of Local Government, for example, National Assessment Reports, (2010/11-2014/15), delayed submission of work plans and reports to Ministry of Finance Planning and Economic Development, IFMS Performance Report, (2015) & Budget Call circular No.2,(2015).With the above initiative without a substantial yield therefore, leaves questions worth investigation.

1.6 Problem Statement

Kisoro District is one of the Local Governments with diverse workforce in terms of culture, tribes, Nationality and ethnicity due to its location and poor terrain. The workforce of Kisoro comporises people from Rwanda, Congo and the surrounding Districts. Governments of Uganda has formulated standardised policies, guidelines, circulars and standing instructions, provided financial support, technical support through technical backstopping, ICT installations such as IFMS,(2010) and IPPS, (2014), IHRIS, (2012) and IMS,(2011), and trained staff on how to use them to create a conducive work environment for both local and international workforce and sustain productivity in public institutions like Kisoro. With all the above initiatives, Kisoro District's level of service delivery has continuously gone down and sometimes remains static according to, National Assessment Reports, (2010/11-2014/15), IFMS Performance Report, (2015), Auditor General Reports, (2013 &2015) and Budget Call circular No.2, (2015) among others. This situation therefore leaves a question worth discussion and it is what prompted the researcher into an investigation of the relationship between diversity Management approaches and service delivery. It is feared that with such performance development partners might withdraw

support and Government goal of decentralisation might not be realised by the communities of Kisoro hence the District may remain backward.

1.7 Purpose of the study

The purpose of the study was to investigate the relationship between Diversity Management Approaches and service delivery in Kisoro District Local Government (KDLG). The model objective of many to one was used.

1.8 Research Objectives
The study guided by the following objectives:

  i. To establish the relationship between Cultural audit and service delivery in Kisoro District Local Government

  ii. To find out the relationship between affirmative action and service delivery in Kisoro District Local Government.

  iii. To examine the relationship between diverse workforce performance maximization and service delivery in Kisoro District Local Government.

1.9 Research questions
  i. What is the relationship between Cultural audit and service delivery in Kisoro District Local Government?

  ii. What are the affirmative action initiatives and service delivery in Kisoro District Local Government?

  iii. What is the level of diversity in workforce performance maximization and service delivery in Kisoro District Local Government?

1.10 Hypotheses
H_{A1}:There is a positive relationship between Cultural audit and service delivery

H_{A2}:There is a positive relationship between affirmative action and service delivery

H_{A3}: There is a positive relationship between diverse workforce performances maximization and

 service delivery.

1.11 Conceptual frame work

The conceptual frame work below illustrated key variables under study and presumed the

relationship between them. It further indicates the attributes of the key variable with the help of

the arrow showing specific inter variable relationships to make the frame work clear

DIVERSITY MANAGEMENT
APPROACHES (IV)   **SERVICE DELIVERY (DV)**

Cultural Audit
- Culture of acceptance
- Culture empathy
- Culture sensitivity.

Affirmative action
- Laws on gender inclusion
- Declarations on diversity inclusiveness
- Policies and regulations on discrimination

Performance Maximization
- Work environment
- Information flow
- Workforce interaction

Timeliness
- Meeting deadlines**,**
- Accountability**,**
- work completion

Reliability:
- communication,
- service provider ability
- trust

Quality of service:
- Consistence**,**
- Completeness,
- Efficiency

Figure 1.1: *The Conceptual Framework*

SOURCE: Prof.Maicibi. N. Alhas (UNAFRI Secretariat, Kampala) Accessed on 21st March, 2015, www.multilateraladvantage.com Adopted and Modified by the researcher

1.12 Significance of the study

i. The study shall add knowledge on the existing literature on divestment management in

 public sector.

ii.   The study findings will enhance further research on diversity and its management by scholars in both private and public sector.

iii.   The findings shall help the policy makers to modify the existing guidelines on service delivery hence better quality service delivery at all levels.

iv.   The findings shall help the district leadership to identify ways of attracting various diversities among the workforce.

1.13 Scope of the study
1.13.1 Geographical scope
The study was conducted at Kisoro District Local Government an Institution with 109 members of staff in management services including Heads of department, in-charges of Health Units and sector heads. Kisoro District Local Government receives clients from Congo and Rwanda as well due to its location at the boarder of the two countries. The study was conducted at the District headquarters, Health Centres, Sub counties and four Government Aided Secondary Schools because these are members of the Technical Planning Committee at their levels which feeds the District Technical Planning Committee (DTPC). The above mentioned institutions and sectors are also headed by senior officers who are knowledgeable enough on the topic under study.

1.13.2 Content scope
The study gathered information on the various diversities among the workforce and their management in Kisoro District. The study also addressed the relationship between diversity management and service delivery in Kisoro District Local Government.

1.13.3 Time scope
The study was conducted in consultations with staff members who have been there for at least three years Literature of financial years 2010/11 to 2014/15 were reviewed to ensure that the findings are backed up with evidential support, because of time, Report in these financial years

hold information on general service delivery audits and supervision and therefore the relevant information can easily be obtained.

1.14 Operational Definitions

Workforce is defined as the totality of the people working in an institution/district (Hornby, 2005).

Workforce diversity is defined by Kreitner and Kinichi (2004) as the multitude of the individual differences and similarities that exist among the people working in an institution/ district Local Government such as Kisoro.

Diversity management refers to the process through which an institution creates a positive work environment that is favourable for both individual values and differences (Patrick, 2012).

Diversity management approaches refers to the ever growing number of models, methodologies and theories developed to tackle those issues or characteristics of the workforce (Flood, 1996)

Service delivery is defined as a phrase commonly used to refer to the distribution of basic resources citizens depend on like water, electricity, sanitation infrastructures, land and housing (Chen *et al.*, 2014).

Diversity influences service delivery in such a way that when an institution like Kisoro District Local Government has a diverse workforce in terms of gender, age and Ability among others.

Timeliness can be measured in terms of Work completion/ service delivery while effectiveness can be in the areas of quality of work/service.

Reliability in regards to Kisoro District Local Government refers to the consistence to the institutional goals, work completeness, accuracy of the output and output efficiency/ quality service delivery.

Quality service is a concept that has substantial interest and arguments in research due to difficulties in its definition and measurement (Wisniewski, 2001). In reference to Kisoro District

Local Government, it has therefore been defined as the overall assessment of a service by the customer (Eshghi*et al.*, 2008).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presented and provided the critique of available literature on the study in question and the literature was reviewed basing on the study objectives. This chapter also presented the identified gap that the study addressed. The chapter begun with the review of the social identity and cognition theory, upon which it is hinged from the earliest time to the present, introduced and examined the most important dimensions of diversity management and their relation to service delivery. Related literature to back up this chapter was obtained from Library books, Journals, Articles, Newspapers, Government and Agencies Reports, Dissertations and other sources of Materials both in print and online.

2.2 Theoretical Review

William and O'Reilly (1998) states that workplace diversity can be categorised and presented in three different ways and these are: social identity/categorization, Similarity attraction or social cognition theory and Social identity theory while the previous research conducted on diversity has mainly been based on four major theories of, social identity/ categorization, the resource based view of the firm, value in diversity hypothesis and social cognition theories.

For purposes of this study, social cognition / similarity attraction paradigm (Byrne, 1971) and social identity /categorisation, (Tajfel& Turner, 1986) theories were used. In Social Identity Theory, actors (workforce) develop personal identity based on part of categories and associate themselves to a particular membership in a process referred to as self-categorisation (Hogg *et al.*, 1987). Membership to the group is based on demographic characteristics therefore any category with diverse characteristics is less valued and perceived in a negative light (Tajfel*etal.*, 1991).

The theory describes people using identical characteristics such as social, economic, religious, culture, Nationality, ethnicity and political aspects with dimensions like age, gender, , ability, colour, and race among others. Those that can easily be categorized without any evaluation test being conducted (Turner, 1998). In this theory, it is assumed that all members of the workforce contribute equally to the institutional set targets and therefore members in the Institution highly value themselves devaluing those outside the Institution. When in their categories, members are demotivated to move from one group to another (Bettencourt *etal.*, 2001).

In social cognition / similarity attraction, theory propounded in 1971, Berscheid and Waller (1978) assert that categorization is based on salient attributes such as beliefs, value and competences to increase interpersonal attraction and attachment. This theory was developed by Byrne in 1971 after a comprehensive review of the previous literature on similarity and dissimilarity and it argues that people are more attracted to work with those with similar characteristics and in this setting, members choose freely where to belong (William & O'Reilly, 1998).This therefore helps the workforce to enjoy easy communication, easily create rapport, and have a greater perceived likelihood that values and opinions will be validated, (Gedees and Knord, 2003).

Studies based on social cognition have confirmed that distribution of demographic groupings in different Institutions affect processes hence poor service delivery. This situation makes members think that Institution are un differential, unorganised, unstable and eronemeral, Stryker,(2000) and in conclusion of the theoretical analysis, work force diversity is associated with negativity in serviced delivery. Diversity therefore if not well managed, workforce is motivated to move from one Institution to another. Managers should therefore identify salient characteristics that are symbolically meaningful to completion of the Institution goals for easy management.

Resource based view of the firm theory established that institution have workforce with various skills and capabilities known as Human Resource (McKelvey,1987). According to Wright et al, 1994, these HR poses characteristics of value, rarity,imperfect, limitability and non-substitutability but a crucial for sustained competitive advantage (Richard, 2000). Human resource with diverse capabilities presents a blend of talents which increases causal ambiguity and social complexity of an institution (Wright *et al.*, 1994). This creats a unique team with high quality productivity hence reducing the gap in the market with competitors (Cox, 1991).

Value -in- diversity study was based on demographic composition of the workforce and this study augues that heterogeneity positively impacts on service delivery due to its unique cognative resource that workforce brings into the institution (Cox& Blake, 1991). The perspectives argues further that a workforce with diverse characteristics impacts through multiple of skills,abilities, expertise and information that a diverse workforce brings into the institution hence creating appositive impact on service delivery.

In conclusion of the theoretical literature of Tajfel and Turner (1986) and Byrne (1971) 's theories of cognition and social identity argue that diverse workforce is associated with negative/poor service delivery while Resource based view theory (Mc Kelvey,1987) and Value- in- diversity (Cox & Blake, 1991) argue that diversity is associated with positive out comes in service delivery.

2.3 The concept of Service delivery in public sector
To improve service delivery in the World, world bank introduced a project at all levels of Government, the project covered 3 branches of governance investing in skills improvement, system and organization structure such as revenue, administration, human resource reforms, public

finance, justice and modernization through information and communication (ICT)(Public Sector Reform Report, 2013).

According to Public Sector Reform Report (ibid), service delivery improvement was done through promotion of learning, introduction of minimum mandatory requirement, creation of twinning arrangement between developed and developing regional states and division of work according to capacity and integrated principles of sector wide approach and the Paris declaration in the project design. This scaled up from 4regions to 11 regions and 88% of the local jurisdictions were providing five basic services by 2011 compared to only 25% in 2005 (District and City Benchmarking Survey, 2011).Public Sector Reform Report (2013) further reveals that Governments became more inclusive, transparent and accountable. Open office layouts and wearing of name badges is being enforced, information /complaint handling mechanism were established and stakeholder participation in planning and open council meetings for all local governments has been enhanced.

Cross cutting issues have been remotely streamlined and as a result, female recruitment has increased to 114% (2004 and 2010) while before the project it was only at 42%(between 1998 and 2004) at the end of the project in 2010, the functions of the projects were decentralised to local governments and this made local governments adjust to the requirements above which required a diverse work force for proper implementation.

In order to implement the above project with ease, public sector has adopted new reforms of innovativeness which include the following as stated in the public sector capacity building program report, (2013):Due to globalization, increasingly sophisticated demands and challenges that require innovation in Public-sector has risen as an approach to public sector service delivery

improvement done through creation of structures to support innovation, testing and evaluation of potential services delivery improvement strategies (Koch &Hauknes, 2005).

The digital technologies (web 2.0): information and Communication Technology (ICT) and public private partnership (PPP) approaches to service delivery improvement was found during the research initiative to service delivery improvement, with these innovations therefore, the following dimensions were designed to unpack service delivery(OECD, 2012).

However, for purposes of this study, service delivery was measured in terms of Time taken for task completion, Reliability of the service delivered and its quality just as explained further below. Timely services completion of and delivery of services to the people is one of the indicators of better service delivery. In this democratic era, Government is accountable to the citizens for decisions taken, in local Government, there is need to improve substantive element of democracy to ensure that public goods are delivered according to the citizens expectations. However, Chen et al, assert that government delivery and upkeep of these resources is unreliable, greatly inconveniencing hence endangering the entire community, World *policy Journal*, (2014). .It involves understanding client wants and hours of convenience, workforce attention to clients' problems and safety in their transactions, Kumar et al, (2009).

Reliable services involve the capacity of the workforce. Reliability therefore is defined as the workforce ability to perform promised service dependably and accurately, Zeithaml, et al, (2008). According to Nick, Research uses reliability to refer to accurate, Hardiman, (2014).for client to count on their service provider, they value reliability. It is therefore three times more important to be more reliable than to have shiny equipment and uniforms. A reliable service provider should have both but providers first and better efforts are better spent making service reliable. When

service is periodic or on schedule, response within service level agreements or orders must be completed on time (Zeithaml*et al.*, ibid).

It also refers to the chain of consistence in services provided in terms of quality, time, and maintaining free error records of service provided and the provider through information sharing, and building interpersonal trust basing on the institutional terms of service delivery, Parasuraman,(1988). Reliability in service delivery also consists of accuracy in recording and billing, calculating and fulfilling the promises of the institution (Yang *et al.*, 2004).

Quality of service is a concern for **c**ustomers all over the word.Today, customers have become quality service conscious and therefore the customer's requirement for high quality service has increased (Lee, 2005). Unlike in public sector, private sector is obliged to providing excellent services to their customer to have a sustainable competitive advantage. Service has unique characteristics of service such as intangibility, heterogeity, inseparability and perishability which makes it uneasy to measure (Douglas & Connor, 2003). The unique characteristics of service delivery require an implementing workforce that is unique, creative and quick at decision making which are characteristics of a diverse workforce according to (Howitz, 2005).

Quality in service delivery was seen as a defensive mechanism but today it's a weapon for competitive new emergence markets and growing market shares, (Davis *et al.*, 2003). Quality service refers to satisfying customer or exceeding customer/ client's expectation in such a way that it's the client to judge the quality of service or product provided(Chen *et al.*, 2000).Quality of service delivered is a concept that has substantial interest and arguments' in research due to difficulties in its definition and measurement (Wisniewski, 2001). It has therefore been defined as the overall assessment of a service by the customer, (Eshghi*et al.*, 2008) while other studies define

it as the extent to which service provided meets the client's need or expectation. It is said to be of quality only when it conforms to the clients' expectations (Asubonteng, 1996).

In conclusion, Managers have realised the need for a diverse work force to maximise the utilisation of the scarce resources given the fact that human workforce is one of the biggest resource yet so mobile. Depending on the management approaches adopted to manage a diverse workforce can either result into either negative or positive implications on the service delivery, (Thamas, 2005). Today, customers all over the world have become quality service conscious and therefore the customer's requirement for high quality service has increased, Lee (2005), with increasingly unique characteristics of service delivery which requires an implementing workforce that is unique, creative and quick at decision making. According to Howitz, (2005) quality service delivery has become a weapon for competitiveness in new emergence and growing market shares (Davis *et al.*, 2003).

Therefore to have quality product/service delivery in today's competitive market, the government requires a workforce with expertise, creative and quick at decision making and with innovative skills for diversity management to appropriate it as mechanism usable for local governments to achieve their set goals and objectives. It is against this reason that the world Uganda inclusive has embraced diversity management as an aspect worth planning and budgeting to ensure timely, reliable and quality service delivery.

2.4 Diversity Management Approaches as a concept
According to MClntire (2014), there are four approaches to diversity management in modern institution/ Local Government's set up**,** These approaches all aim at creating a conducive work environment that shall motivate workforce to perform their tasks with an ultimate goal of

achieving the institutional/Local Government goal. These approaches are: Brand image, culture of acceptance, maximizing work force ability and affirmative action.

2.4.1Cultural Audit Diversity Management Approach and service delivery

This type of diversity management approach is in three folds which are culture of acceptance, cultural empathy and cultural sensitivity and each of these affect service delivery either negatively or positively depending on the institutional management way of handling it. Culture of acceptance approach seeks to create work environment that values and appreciate the diversities among the workforce. The audit is done by Government through various institution to ensure that workforce at all levels understand the laws governing diversity recruitment including, planning and equal employment opportunity in workforce hiring to ensure inclusion of minorities (MClntire, 2014).

Cultural empathy simply means shared feeling among persons of different backgrounds (cultures) with differences in race, ethnicity, colour, tribes and other attributes living in a society. Culture empathy therefore means that a workforce has awareness and understanding of the attributes of a given institution and how they differ from his or her own culture and this will lead to better acceptance into the new cultural setting. Much as cultural diversity has become a catch word in the current era of globalisation. According to O'Connell(1991) field research on the impact of cultural diverse workforce on service delivery also revealed that cultural diversity does add value and within a proper context contributes positively to the firm's competitive advantage (Matveeu, 2004).

Culture sensitivity is an important aspect in this era of globalization of the economy. institutions are not only assessed in areas of production, customer service and satisfaction but also the institutional culture in which workforce collaborates learning, peer learning which in turn leads to a better use of their talents, abilities as well as its picture as a subject creating job places for people

without specific focus on a tribe, ethnicity, nationality, race, gender, physical ability among others. Culture sensitivity in public sector is a process that involves two stages and these are ethnocentric and ethno relative world view stages. At ethnocentric stage, workforce resists, rejects, avoids, protests and denies any form of difference in culture and other characteristics. While at ethno relative world view, workforce seeks to embrace, accept adopt and integrates the different cultures and characteristics. An institution is said to be cultural sensitive when workforce can participate in planning for diversity, have self-interactions, clear communication channels, peer to peer learning, and innovations among others (Milton, 2014).

The idea that there are negative results in a cultural diverse workforce is pervasive in hypotheses formulation and empirical testing in business.as reflected in widely used constructs of cultural distance, cultural misfit, foreignness and related concepts. This is consistent with a positive organization scholarship perspective on culture and cultural differences. The study emphases a positive role of distance and diversity a cross national cultural and institutional dimensions and provides an overview of the contributions to the special issues. Emphasis on adverse outcome of the cultural differences has also hindered the understanding of the processes and conditions that help institutions leverage the benefits of cultural distances or diversity (Gunter*et al.*, 2017).

2.4.2Affirmative action and service delivery
This approach became more predominant in the 20ˢᵗ century when a comprehensive report on diversity management was produced worldwide by the international Labour Organisation (ILO). In this report, it was revealed that male –Female ratio was approximately 69.2: 39.2%, (Anyanwu & Augustine, 2013). Affirmative action according to Turner and Pratkanis (1994a) in a study on effects of affirmative action on women out put in service delivery revealed inconsistence in the findings while numerous studies indicate that gender based procedures in recruitment dampens

workforce morale and interest. However, did not observe deleterious effects of sex based selection on measures of task completion or interest. Similarly, Turner, Pratkanis, and Hardaway (1991) and Turner and Pratkanis (1993) found that selection on the basis of sex did not directly impair self-reported motivation for a task completion.

Prior to the 20th century, the laws were silent on issues of gender inclusiveness and this had an impact on service delivery. After the UN declaration of 2007, Kenya tried to implement the UN recommendation but the process was not backed up by a law. this has undermined the efforts of the Kenyan organisations that have heavily invest in diversity Management using different approaches to boost workforce morale and productivity hence failing to achieve the expected output, (Ukur,2011). Most organisations in Kenya comply to these policies and regulations in fear of its implications in steady of the general benefits hence limiting the management involvement (Shen*et al.*, 2009).

In Uganda, Diversity management has been carried to greater horizons at high level strategic management. The Government has fully equipped the Ministries, Agencies and Local Governments with materials to guide the implementation of Diversity discrimination activities and strategies. Besides confirming to the UN declarations, Uganda formed an Equal Opportunity Commission established under article 32(3) and (4) of the constitution of the Republic of Uganda in 2010. The Law was also enacted and parliament passed the EQUAL Opportunity Act, 2010. Since then, policies and guidelines have been issued to MDAs for guided implementation of this noble cause form time to time.The University Chancellors in their committee of diversity management believe that one can only get familiar with the diversities through their system wide non discriminative statement, a policy that binds universities not to discriminate or harass any category of persons based on their race, social and physical ability, cultural, mental and race diversities.

With all the above initiatives, there is no doubt that the world is now diverse in nature. It should be noted however that, Uganda has invested heavily in Diversity Management in terms of policies and Laws especially in the public sector but still the outcome is still undesirable. The situation is not far from that of Kenya which has not enacted Laws on the phenomenon. It should be noted that Diversity Management leads to various benefits for both workforce and organisation as a whole much as it may be difficult to manage a diverse workforce given it complexity, it can easily become a breeding point of low staff morale, high staff turnover, discrimination, absenteeism, poor economic and social health of the institution leading to poor service delivery (McAurthur, 2010). The UN convention of 2005 saw the signing of a declaration on instrumental ratification at the 33rd session of the UNESCO general conference in France. The instrument of ratification was signed by all the member countries and the task ahead of them was to ratify this instrument in their countries so that they can affirm the right of individual countries to apply policies to support their cultural diversities. However, it took Uganda ten years to ratify it (Fredrick, 2015).

The UN member countries also are implementing the United Nations Millennium Development Goals (MDGs), to acknowledge the need to integrate diversity inclusiveness in employment as a critical foundation for Human Development (UNMDGs, 2007).The implementation of this requirements is one of the gate pass to the World Bank funding especially for developing countries. In the Uganda, Diversity inclusiveness is one of the aspects that were presented in the Regional consultative workshops held country wide between 30th August -15 September, 2015 for inclusion in the budgets for the next Financial Year 2016/17 (Uganda's Budget Framework Paper,2016/17). In Uganda, diversity management has been carried to greater horizons at high level strategic management. The Government has fully equipped the Ministries, Agencies and Local Governments with information materials to guide the implementation of Diversity inclusiveness activities and strategies. Uganda formed an Equal Opportunity Commission established under

article 32(3) and (4) of the constitution of the Republic of Uganda in 2010 to oversee the implementation of the diversity management activities and strategies.

The University Chancellors in their committee of diversity management believe that one can only get familiar with the diversities through their system wide non discriminative statement, a policy that binds universities not to discriminate or harass any category of persons based on their race, social and physical ability, cultural, mental and race diversities (McAurthur, 2010).

In Kenya, a National Diversity Management Regulatory Authority was established to monitor the implementation of diversity inclusion and management in both private organisations and public sector but a number of studies By scholars such as (Daniel & Bushardt, 2005;Eldeltrand &Ukur, 2011;Otike, Messah&mwelekwa,2009) and conclusions have been drawn that the struggle has yielded less than expected output(Ukur, 2011). However, most organisations in Kenya comply to these policies and regulations in fear of its implications in steady of the general benefits hence limiting the workforce involvement (Shen*et al.*, 2009).

In Singapore a country that I worldly recognised for upholding diversity, there is a whole Ministry Mandated to formulate policies and provide resources relating to workforce and monitor the implementation of all the diversity management policies and regulations and 80% of all organisations and public sector institutions in the country have successfully achieved it benefits. The Ministry of Man power (MOM) was developed a monitoring check list with key areas of focus during the assessment process. These areas included: strategic workforce diversity inclusion, practices and policies to create inclusion and tracking and monitoring its effectiveness, (MOM, 2010).

2.4.3Workforce Performance Maximization approach and service delivery (Maximisation of workforce expertise and ability)

The ultimate/ primary goal is to remove all the barriers that limit work force performance of tasks. these include : language skills, education, work ethic, off-purpose work behaviours, social skills, through various ways such as trainings, mentoring, coaching, attachments among others Its also to ensure that Institutional/Local Government tasks are performed to 100%.The success of an Institutional/Local Government can only be visible when workforce completes its tasks and the performance is achieved at 100%. It is also signified when barriers are removed and the Institutional/Local Government output goes beyond the previously (MClntire,2014). In Kenya, (Mary,2002) states that this approach was adopted with a ultimate aim of improving output but because the policy to this lacks Law back up. It has not yielded as expected (Kinyanju, 2012). In Uganda, this approach is visible in private sector whose goal is target to funding. This approach is ensured through a number of activities which include; In Work environment setting, establishment of methods for the workforce failure to attend to clients and work completion is paramount. This approach provides for workforce expression of personal hindrances through a clearly established channel. A scheduling tool is also important in this approach of maximizing workforce performance to curve out a block of time as busy or unavailable.

Work force is provided with an opportunity to amend and suggest appropriate times and venues like specific space for meetings in which management can easily use to communicate the institutional plans and programs so that workforce contributes to that who process of when to reserve them. This makes workforce feel more important in an institution as stakeholders and gets personal attachment to the institution hence increasing the commitment to service delivery among the workforce.

The approach seeks workforce needs to ensure more effectiveness in their job since their ideas vary from one to another. It is therefore important to hear and buy workforce inputs and contributions in consideration to their benefits. The design and implementation of their

requirements eliminates duplication of information and the administrative time required to mitigate a number of service delivery hindrances. According to Bruce Clarke (2012), establish a clear communication channel for both the workforce and clients for easy information flow. Build an infrastructure that allows easy flow of information no matter where one is located. The approach provides policies on personal privacy, confidentiality and ensures remote sharing in public offices for easy communication and sharing of information on projects and programs that are on going. This encourages virtual mode of work whenever it is efficient. It also promotes continuous access for both clients and workforce as stake holders in service delivery. Workforce in this approach have access to managers when outside office as well as their co- workmates.it provides for an open door policy for all kinds of information flowing in and out of the institution so that their off-hours and weekend are not affected when critical decisions are made.

Workforce interaction approach provides workforce with an opportunity to share experiences and skills, and time is reserved for meetings in which the agenda allows personal communication rather than business focus. The approach provides a collaborative opportunity for the workforce depending on the business or institutional goals. The goals here are set in such a way that provides workforce time for daily interactions, habit check, language use and dressing manners. It also provides for workforce participation in decision making and attitude change sessions. Interpersonal Interaction helps workforce build a greater wall on performance hindrance issues that would spell out disaster such as abuse of time off, interpersonal conflict, time wasting, repeated instructions, petty conflicts among others that are productivity drainers hence creating positive attitudes among workforce that is productivity oriented (Blanchard, 2014).

2.5 Summary of Literature Reviewed
The literature reviewed show that managing diversity is a complex phenomena. Despite the above approaches in play, the world is equally concerned with the mobility of labour and therefore after

the UN convention of 2007, all member countries signed the statute to conform to the declarations of the convention and diversity management was the issue at hand to uplift the status of the minority groups. Since then, countries have tried to implement it but it has seemed unsuccessful. In Kenya a number of studies have been conducted on diversity challenges and effects and a few on diversity management and institutional effectiveness, (Daniel &Bushardt, 2005, Eldeltrand&Ukur, 20011,Otike, Messah& mwelekwa,2009) but none of these studies have investigated the two variables' relationship but conclusions have been drawn that the struggle has yielded less than expected output(MCAuthur,2010).

2.6 Conclusion of the literature

In conclusion therefore, Diversity Management is a global theme today that requires a globalised approach to manage as a process (OZbilgin, 2008).With the current globalization of the economy, diversity management no longer refers solely to the employee heterogeneity but workforce composition. For public sector (District Local Governments) to manage a diverse workforce, it is of interest for administrators to have a feel of shared meanings attributed to other employees' actions. It is normally a social inter group interaction of inter-subjective districts. This dynamic process brings out all the social behaviour and thoughts of individuals. The symbolic theory holds that the aired views emerge the specific situation concerned (Plummer, 2000).

The reviewed literature suggests that the negative results in a cultural diverse workforce is pervasive in hypotheses formulation and empirical testing in business.as reflected in widely used constructs of cultural distance, cultural misfit, foreignness and related concepts in consistence with a positive organization scholarship perspective on culture and cultural differences. However, field researchers have given important implications of some degree of ambiguity even within the academic Literature on diversity management much as it does not differentiate between social and functional diversity, and due to this, attention has been put on the physical diversities and yet

the personal inherent characteristics seem to be more problematic. In addition this study therefore strived to cover that gap that was identified by providing empirical evidence on the relationship between cultural audit and service delivery in Kisoro District,

The Literature further suggest that there are number of affirmative actions in public sector management which were evident in Development implementation plans but silent in activity output reports for stakeholders' accessibility in Kisoro District Local Government. This study therefore strived to cover this gap by providing empirical evidence on the relationship between affirmative actions and services delivery

The literature provided that language, skills, education, work ethic, off-purpose work behaviours, social skills, were a major contributing factor to low levels of service delivery yet had been ignored in Kisoro This study therefore strived to cover this gap by providing empirical evidence on the relationship between workforce performance maximization and services delivery.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Iintroduction

This chapter covered the study area, research design, study population, determination of the sample size, sampling techniques and procedure data collection methods, data collection instruments, validity and reliability, procedure of data collection, data analysis and ethical considerations and summery of methodology. A case study design was used under quantitative and qualitative approaches. The quantitative approach was employed based on an in-depth inquiry in order to make sense of and at the same time interpret phenomenon in terms of meanings and understanding as given by the respondents (Donzin, 2005). Therefore the real-life experiences of the Heads of Department and sections at District headquarters, Government aided secondary schools, in charges of Health centre IIIs and IVs and District Hospital leadership and other stakeholders gave their views regarding diversity management approaches and Service delivery.

The study was conducted in Kisoro District Located in the extreme South Western Region on the Lee-ward side of Muhabura Mountain, Uganda in East Africa. The study was conducted at the District headquarters, Health Units, Sub counties and four Government Aided Secondary Schools.

3.2 Research design

A cross-sectional study design was employed to collect and analyse data on the variables of the study because it provides for collection of perceptions, value and attitudes of the respondents.it also allows collection of both qualitative and quantitative data in a short time across the study population and only once from a variety of respondents because of its ability to provide a synopsis of variables included in the study at the same time.

Research design is very important in the study because it provides a blue-print of research, the boundary of research activity and helps the researcher to analyse data scientifically (Black & Champion, 1976).

Qualitative approach was used in collecting detailed information on the variable as emphasised in (Amin,2005). The approach helped in getting into the in depth analysis of the Service delivery in Kisoro district.

A quantitative study approach consistent with a quantitative paradigm is an inquiry into a human social problem, based on testing a theory composed of variables measured in numbers that can be analysed with statistical procedures in determining whether the assumptions it holds are true (Babbie& Mouton, 2002).

3.3. Area of Study

The research was guided by a case study design. This is because Kisoro district is rather unique in terms of location and is among the few Districts in Uganda where aspects of Diversities are relatively unpredictable due to its geographical Location bordering two countries with diverse tribes, cultures, beliefs, among other aspects of diversity that requires a harmonised approach to manage since labour is mobile by nature.

3.4 Study Population and sample

This is the description of the population and its objects or elements from which the sample was selected. The population is the people working in Kisoro district, employees and management. A total of 100 respondents was targeted for the study. The accessible population is the number of people that could easily be reached and for purposes of this study all Heads of Department and sectors at district headquarters, Health department, Sub counties and four Government Aided Secondary Schools were included because these are members of the Technical Planning Committee at their levels which feeds the District Technical Planning Committee. The study

population is defined as a defined group of entities or elements that have some characteristics that are relevant to the study (Corlien, 2002).

3.5. Sample size and selection

The sample size of 95 respondents was selected basing on the Krejcie and Morgan (1970) tables cited in Sarantakos (2005) using probability means. These consisted of, 26 staff from Lower Local Governments, 26 staff from Health sector, four (4) Head teachers from Government aided secondary schools and thirty nine (44) staff from District Headquarters' (heads of department and sectors) participated in the study.

Qualitative data was collected from a sum of 11 key respondents. These respondents were interviewed individually. The major categories of informants were summarized as here below in the table.

Table 3.1: *Target population and the sample size*

Category	Accessible Population	Sample Size	Sampling techniques
Health centres' staff	26	24	Simple Random sampling
LLGs staff	26	24	Simple Random sampling
HODs	15	15	Purposive
Sector Heads	29	28	Simple Random sampling
Secondary School Head teachers	4	4	purposive
Total	**100**	**95**	

Source: Author, 2016

3.6 Sampling techniques and procedures

Purposive sampling techniques were used because the study was mainly about ascertaining individual perception on diversity management approaches as the independent variable with dimensions of cultural Audit, affirmative action and workforce performance maximisation while

Service delivery.as the dependent variable with dimensions such as timeliness, workforce reliability and quality of work/ service in Kisoro District.

Purposive sampling technique was used because the sample selected was assumed to be capable of providing the data required for the study. It is useful because it provides a range of information needed for the study (Amin, 2005). It is also useful because it ably seeks information from able cases which can be studied in-depth as supported by (Platton, 1990).Simple random sampling as a probability sampling strategy was used because it helps the researcher to easily get a representative sample from the accessible population to participate in the study.

3.7 Data Collection Methods
The researcher used both qualitative and quantitative methods because both primary and secondary data was collected for the study. The two methods that were employed are survey method (questionnaires) due to its cost effectiveness, limiting bias and that it covers a big audience at the same time (Marshall &Rossman, 2006). A range of data collection methods were used for enriching the study from a logic of triangulation as supported by (Amin, 2005). The researcher used the following data collection methods:

3.7.1 Interview
An interview is a discussion between two or more people. It helped the researcher to gather valid and reliable data which is relevant to the study questions and objectives .The researcher used open ended questions and this was done through a face to face interview with the key informants who facilitated collection of data which cannot be expressed numerically but of qualitative nature (Amin, 2005).

3.7.2 Documentary review

Both electronic recorded and published hard copy and paper information was reviewed and these included district annual, quarterly and monthly reports, proposals, conference papers, newsletters, periodical, articles, text books and annual government reports and policy documents to establish the service delivery level of the district. This method helped the researcher get readly available information that enriched the study (Scott,2006).

3.7.3 Questionnaire Surveys

Statistical/ quantitative data was collected and captured using questionnaires. The questions were printed on paper in a defined order, (Kothari,2004). This method was preferred because it enabled collection of data from a geographically dispersed sample (Sakaran,2004). The method involved use of close ended questions based on the five (5) item likert scale and an attachment of a request for the respondents to fill the questions objectively assuring them of the confidentiality and that the research was for academic purposes only and the questionnaires were issued to sector heads, Secondary school head teachers and Health department in charges.

3.8 Data collection Instruments or tools.

These included both qualitative and quantitative data collection instruments for purposes of triangulation. Triangulation which is the use of a variety of data sources or methods to examine a specific phenomenon either simultaneously or sequentially in order to produce a more accurate account of an improved service delivery in Kisoro District Local Government was used (Punch, 2000; Mugenda & Mugenda, 1999).

The use of triangulation especially qualitative method provided exploratory evidence in its nature with a rich in depth qualitative investigation to establish the accuracy of the study findings hence helping to fill the research gap (Lewis & Richie, 2003).

Open ended questions/self-administered questions were used to collect in depth data from top management on diversity management approaches and service delivery because this category of respondents are believed to have the most relevant information on the study. In this process the researcher had an opportunity to probe the respondents to ascertain their attitude, perception, values and experiences and avoids bias.

3.8.1 The Interview Guide.
An interview schedule is a set of questions that a researcher asks during an interview (Mugenda & Mugenda, 2003).The researcher used an interview guide to ask questions This helped the researcher to regulate the respondent in terms of time and scope of the responses following a set of open ended questions contained in the interview guides to provide direction for answers to the questions set in chapter one.

3.8.2 Self-administrated Questionnaire
The self-administrated questionnaire involved the use of a set of printed questions printed by a defined order (Kothari, 2004). Copies were hand delivered to the district containing structured matrix and unstructured questions. The wordings of the questions, categorization of variables, scaling, coding and the general appearance of questionnaire design minimised biasness in research and motivates respondents to give accurate and complete information to attain reliable and relevant data in return, (Sekaran, 2004;Barifaijo*et al.*, 2010),

3.8.3 Documentary Review Guide/Check List
The researcher used a documentary review list to only refer to relevant materials on the topic of study. This checklist helped the researcher to manage time as allocated for the research activities.

3.9 Data Collection procedures
Data collection procedures provide guidelines and time frames for data collection, analysis and reporting (Padget, 1998). Basing on this proposition, the researcher asked for permission from the Uganda Management Institute to allow her collect data.The researcher used self-administered

questionnaires that were delivered to the informants. The researcher requested the respondents to fill the questionnaires within a period of five days and made an appointment with the respondents to collect the filled questionnaires on the sixth working day. The researcher also made arrangements to conduct face to face interviews. The researcher reviewed documented literature and wrote notes as she reviewed the literature.

3.10 Validity and Reliability
3.10.1 Validity
Validity is the accuracy and truthiness of the data and findings that are produced. It refers to the concepts that are being investigated, the methods by which data are collected and the findings that are produced. Validity test was done to determine whether the instruments are actually measuring what the researcher intends to measure. Mugenda and Mugenda (1999) contend that validity test is the extent to which inferences, conclusions and decisions are made on the basis of test, scores' appropriateness and meaningfulness. For purpose of this study the researcher used two types of validity.

3.10.2 Content validity
The Researcher sent the instrument to the supervisors at Uganda Management Institute to give necessary guidance and opinions on the scale of relevance or irrelevance. After judgement, the researcher computed the content validity index to determine the accuracy of the instrument as below basing on Amin, (2005), that content validity index recommended in a survey is atleast0.7.

$$\text{Content validity Index (CVI)} = \frac{\text{the number of valid items}}{\text{Total number of items}}$$

$$= \frac{55}{60}$$

$$= 0.916$$

The content validity of 0.916 implies that the questionnaire was valid for the research given the fact that Content Validity Index was above 0.7 (Amin, 2005).

3.10.3 Reliability
3.10.3.1 Reliability Statistics Test
This is run to test the internal consistency of the data collected and to be analysed. This test was done using the Cronbach's Alpha to test both the consistency and dependability of the measuring instrument as asserted by (Sekaran, 2003).

Table 3.2: *Reliability of the data collected*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.857	.824	13

According to Cronbach's Alpha, anything above 0.6 is good enough for the researcher to proceed with the analysis of such data and here in the above table of reliability test, The reliability of the internal consistency of the findings is 0.657 meaning that the findings are reliable given the consistency level above 0.6 coefficient because according to Sekaran (2003) the closer the coefficient is to 1, the higher the consistency of the reliability.it should be noted that the research probability value p= 0.067 given the 93.3% performance.

3.11 Measurement of variables
The researcher used a likert Scale under Quantitative data collection method to measure the variables under study. The ordinal scale method was used to measure items in the questionnaire. Statements in the continuum of 5, 4, 3, 2 and 1 were used. The response categories were weighed from 5 to1. The nominal scale was used to categorize the variables in the questionnaire; (Amin, 2005).The researcher measured the items basing on some common set of characteristics from the background information like gender, abilities, age, education level and position held.

3.12 Data Analysis

Data Analysis is the process of bringing order, structure and meaning to the mass of data collected (Mugenda & Mugenda, 1999). The researcher used both Qualitative and quantitative methods of data Analysis.

3.12.1 Qualitative Data Analysis

The data collected using qualitative methods, was perused, edited for consistency and to test completeness aimed at correctness of the data collected. The researcher used inductive content analysis. Qualitative data collection questionnaires was received, reviewed thoroughly and interviews transcribed. These were sorted and classified into themes and categories using ATLAS ti.7computersoftware. The data collected through interviews was analysed and presented in form of statements like paraphrasing and quotations. Through such process, patterns, trends and relationships from coded information were established.

3.12.2 Quantitative Data Analysis

Quantitative data was collected, sorted and categorized in relation to variables measuring the concepts in the study. Data was entered into the computer using the Statistical Package for Social Sciences (SPSS). The SPSS computer package was used because it helps summarize the coded data and facilitates quick interpretations (Amin, 2005).

The researcher used descriptive statistics involving frequencies and percentages to describe the background information of the respondents and this helped the researcher determine their opinions about the relationship between diversity Management approaches and service delivery. Pearson's correlation was used for the relationship test, regression analysis was used to determine the extent to which diversity management approaches affect service delivery in Local Government of Kisoro (Amin, 2005).

3.13 Ethical considerations

The researcher exhibited a high level of morality and conformed to the standards of conduct. Such standards of conduct were exhibited through seeking consent from the District Head of civil Service (CAO) and the Heads of Department before proceeding to sectors/ facilities to conduct interviews, the researcher informed the respondents about the purpose of the interview and promised to keep information collected a secret or confidential. The researcher told the respondents that answer from mature people cannot be taken to be wrong. The findings from the study would only be used for academic purposes. The researcher ensured that names of respondents are not included in the report. All respondents were briefed and requested to willingly participate. Participation in the study was wholly optional and not out of compulsion and that there were no gifts like money or any other thing given to the respondents apart from thanking them for their participation and sparing their time. The researcher also ensured that time limits were strictly observed for quality work.

3.14 Limitations of the Study

The researcher was not able to get 100% attention in interviews from the medical employees and the Members of District Executive because they are always busy attending to life first while political leaders are always in the field. This may lead to underestimations of the research findings. However, despite the limitations, the researcher concurred with the descriptive reviewed literature and empirical findings surrounding diversity Management and service delivery.

3.15 Summary of methodology

The Chapter looked at the research design of the population involved in the study with a target of 90 respondents. The sample size was selected using the Krejcre tables and sampling techniques used were purposive and simple random sampling. Scientific data collection methods were used.

Collected data was analysed. Validity and reliability tests were carried out and ethical research issues were observed during the study period while limitations were anticipated.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

The study set out to investigate the relationship between diversity management approaches and service delivery in Kisoro District Local Government (KDLG). This chapter presents the rate of response, research findings, analysis and interpretation of findings based on the specific objectives of the study.

4.2 Response rate

The response rate was computed to establish whether it was adequate for the generation of the required data. Out of a sample size of 95 respondents, 79 (83%) managed to respond to the questionnaire instrument and interview guides, while 16 respondents, that is, 17% were not in position as shown in Table 4.1. This non response may be attributed to factors like failure to get time due to their tight work schedules. According to Amin (2005), a response rate of over 70% in a survey should yield valid findings; therefore a response rate of 83% was adequate to facilitate this study. Therefore, this data can be relied on to give a framework in which conclusions can be inferred.

Table 4.1: *Response rate of respondents*

	Target	**Actual**	**Percentage Response Rate**
Questionnaire	76	60	75.9
Interview	19	19	24.1
Total	**95**	**79**	**100%**

Source: Primary Data   Table 4.1: *Response rate of respondents*

4.3 Demographic characteristics of respondents

This section presents the sample characteristics of the employees such as their gender, age, experience, education level and nationality.

4.3.1 Gender of respondents

This section presents the gender of the respondents in the questionnaire and interviews, respondents were requested to indicate their gender (Male and Female) to enable the researcher understand the gender composition and distribution of the respondents. The findings of gender composition are presented in Table 4.2.

Table 3.2**: Gender of Response**

Gende	Frequency	Percent	Valid Percent of respondents
Male	49	62.0	62.0
Female	30	38.3	38.3
Total	79	100.0	100.0

Source: Primary Data, 2016   Table 4.2: *Gender of respondents*

Table 4.2 shows that the majority of the respondents, 49(62.0%) were male as opposed to females who were 30(38.3%).This shows that generally, there is a margin between males and females in Kisoro District Local Government (KDLG). The researcher however did not ascertain whether this margin between male and female respondents had a relation with service delivery in Kisoro District Local Government (KDLG).

4.3.3 Age of respondents

This section presents the age bracket of the respondents. The researcher took interest in establishing the age pattern in order to find out whether the sample was a fair representation of the population where the sample was selected from. The results were presented in Table 4.3.

Table 4.3: Age groups of response

Valid	Frequency	Percent	Valid Percent
21-30 Years	4	5.1	5.1
31-40 Years	25	31.6	31.6
41-50 Years	50	63.3	63.3
Total	79	100.0	100.0

Source: Primary Data, 2016.   Table 4.3: *Age groups of respondents*

Table 4.2 above show that majority of the respondents (50) 63.3% were between 41-50 years, followed by (25)31.6% that were aged 31-40 years; and lastly followed by (4)5.1% who were 21-30 years. This implies that Most of the workforce ranges between 31-50years an age group that is believed to be settled with less desire for labour mobility therefore focusing on the job requirements hence improving service delivery.

4.3.4 Experience of respondents
This section presents data collected on a length of service respondents had spent serving the Kisoro District Local Government (KDLG). The establishment of the length of service of the respondents was based on assumption that, the longer the duration, the better the knowledge and assessment of service delivery and the likelihood of giving accurate responses. The findings were presented in Table 4.4.

Table 4.4**: Numbers of years in service of response**

Valid	Frequency	Percent	Valid Percent
Below 3 Years	8	12.7	12.7
4-5 Years	12	21.5	21.5
6-10 Years	37	36.8	36.8
Above 10years	3	5	5
Total	60	100.0	100.0

Source: Primary Data, 2016   Table 4.4: *Working Experience of respondents*

In the study respondents were asked to indicate the period they had spent serving the Kisoro District Local Government (KDLG). Table 4.4 shows that majority, that is, 12 (21.5%) of the respondents had spent 4-5 years serving with Kisoro District Local Government (KDLG), 8(12.7%) had spent below three years, while 3 (5%) reported that they had spent 10 years and above working with Kisoro District Local Government (KDLG).This indicates that they were well versed with the system and provided accurate information on areas asked.

This section presents level of education obtained by the respondents. It was relevant to find out this information in order to establish the credibility of the information given by the respondents.

Table 4.5: Education level of respondents

Valids	Frequency	Percent	Valid Percent
Master	2	3.8	3.8
Bachelors	34	55.7	55.7
Diploma	18	30.4	30.4
Certificate	6	10.1	10.1
Total	60	100.0	100.0

Source: Primary Data,   *Table* 4.5: *Education level of respondents*

Table 4.5 shows that the majority 34(55.8%) of respondents had Bachelor's degree qualifications in terms of level of education; 18(30.4%) of respondents had a diploma; 2(3.8%) had a master's degree while only 6(10.1%) of respondents had a certificate as their highest level of education. This implies that the workforce had all the required skills and was able to respond to the study constructs adequately.

4.4 Empirical findings as per objectives of the study

4.4.1 Service Delivery by Kisoro District Local Government (KDLG)
This section explores findings on service delivery in Kisoro District Local Government (KDLG) which was investigated using nine items. These items focused on timeliness, reliability and quality of work. Findings on Service Delivery by Kisoro District Local Government (KDLG) were presented in Table 4.2 followed by an analysis and interpretation.

Table 4.2: *Service Delivery inKisoro District Local Government (KDLG)*

	Percentage Response (%)				
Statements on Service Delivery	**SA**	**A**	**N**	**D**	**SD**
District Implements its plans and budgets timely as planned	63%	33%	2%	2%	0%
	(38)	(20)	(1)	(1)	(0)
District makes timely submissions of reports to stakeholders	30%	68%	2%	0%	0%
	(18)	(41)	(1)	(0)	(0)
District workforce facilitation has enabled timely completion of task	27%	50%	12%	8%	8%
	(16)	(30)	(7)	(2)	(3)
District has a developed communication channel for all stakeholders	45%	43%	12%	0%	0%
	(27)	(26)	(7)	(0)	(0)
District has well developed teams/ workforce to improve service delivery	37%	47%	15%	2%	0%
	(22)	(28)	(9)	(1)	(0)
Workforce are satisfied with their jobs and working relations	37%	28%	13%	20%	2%
	(22)	(17)	(8)	(12)	(1)
At all times, District offers quality and timely services to clients	27%	35%	3%	17%	18%
	(16)	(21)	(2)	(10)	(11)
District has competent and quality staff in all sectors	30%	33%	8%	18%	10%
	(18)	(20)	(5)	(11)	(6)
District output in service delivery has generally improved over the past 6yrs	27%	40%	3%	30%	0%
	(16)	(24)	(2)	(18)	(0)

Source: Primary Data

Findings from Table 4.2 above indicate that majority of the respondents 58(96%) agreed that District Implements its plans and budgets timely as planned while only 1(2%) disagreed and only 1(2%) were undecided. Interviewed respondents said that:

> "*Our district just like many others under the decentralization framework has all budgets and plans made and aligned with the National budget and National Development Plan, each and every activity is then guided by the same documents but the implementation is sometimes limited by the abrupt budget cuts and late release of funds by central Government*".

This implies that Kisoro District Local Government sometimes fails to Implements its plans and budgets timely as planned. This is likely to result into inadequacy in service delivery in terms of timeliness, reliability and quality of service.It was established that 59(98%) agreed that District makes timely submissions of reports to stakeholders, yet only 1(2%) remained undecided. This implies that Kisoro District Local Government makes timely submissions of reports to stakeholders, which is likely to result into better service delivery in terms of timeliness, reliability and quality of service.

The findings further indicated that majority of the respondents 46(77%) agreed that District workforce facilitation has enabled timely completion of tasks set while 5(16%) disagreed with the statement and 7(12%) were undecided. Interview respondents said that;

> "*Despite the above responses, one interviewee asserted that when funds are released late, still nil reports are submitted and the activity is pushed forward, report submission in local Government may therefore not mean performance much as it is one of the strong Government performance indicators*".

This implies it is not only that financial facilitation that motivatesKisoro District Local Government workforce to submit in a timely manner to enable completion of set tasks. This is likely to bring about improvements in service delivery in terms of timeliness, reliability and quality of service.A majority of the respondents 53(88%) agreed that District has a developed communication channel for all stakeholders while only 7(12%) remained undecided. This implies that Kisoro District Local Government has a well-developed communication channel for all stakeholders in and out of the district which is therefore likely to bring about better service delivery in terms of timeliness, reliability and quality of service due to clear information flow.

The study showed that 50(84%) of the respondents agreed that District has well developed teams/ workforce to improve service delivery, 1 (2%) disagreed and only 9 (15%) remained undecided. This was confirmed by a response from an interviewee who said that;

> *"Although, there are a few vacancies yet to be filled, Kisoro District has a workforce that can deliver in most departments because most of the crucial positions have been filled to 68% (Technical staff) in addition to the Politicians who compose the councils at different levels within the local government hierarchy."*

This response implies that there are appropriate human resources to enable the district coordinate and implement the plans and budgets in a timely manner, a practice that can facilitate better service delivery in terms of timeliness, reliability and quality of service.

The study showed that 37(62%) were in agreement that workforces are satisfied with their jobs and working relations, 11(35%) disagreed and only 2(3%) remained undecided. This means that there exists a good working relation among workforces at Kisoro District Local Government which is likely to bring about better service delivery in terms of timeliness, reliability and quality of service.

Majority of the respondents 32(68%) agreed with the statement that at all times, District offers quality and timely services to clients, 5(39%) disagreed with the statement and only 2(15%) were undecided. It was also established that 38(63%) of the respondents agreed with the statement that District has competent and quality staff in all sectors while 17(28%) disagreed. However, it was revealed in interviews when one interviewee said that;

"Some of the technical staff lack innovative skills and competences in their areas of specialisation because most of the refresher courses and workshops are attended by Head of Departments who don't participate in actual implementation of work plans."

This means that Kisoro District Local Government has competent and quality staff in all sectors such as education, planning, health, administration and many more but their performance may be affected by inadequate skills hence affecting service delivery in terms of timeliness, reliability and quality of service.

It was also established that 40(67%) of the respondents agreed with the statement that District output in service delivery has generally improved over the past 6yrs, while 18(30%) disagreed and 2(3%) were undecided. This was confirmed by one respondent interviewed who said that;

"Over the years, the District budget has grown, number of District staff has increased, many human resource trainings and development programs have been implemented; all of which have had a positive effect upon service delivery in Kisoro District in terms of timeliness, reliability and quality of service."

4.4.2 Diversity Management Approaches by Kisoro District Local Government (KDLG)

This section explores findings on diversity management approaches under three dimensions of cultural audit, affirmative action and workforce performance maximisation in Kisoro District

Local Government (KDLG) which was investigated using three items each dimension making a total of nine. Findings on diversity management approches by Kisoro District Local Government (KDLG) were presented in Tables below followed by the analysis and interpretation.

4.4.2 Cultural audit and service delivery in Kisoro District Local Government
The views of the respondents were rated on a 5-likert scale as Strongly Agree, Agree, Undecided, Disagree and strongly disagree. In this study, Strongly Agree and Agree were taken to mean Agree and strongly disagree and disagree were taken to mean Disagree. The results were presented in Table 4.3.

Table 4.3: *Responses on Cultural audit*

Statements on Cultural audit	Percentage Response (%)				
	SA	A	N	D	SD
District workforce recruitment, selection and deployment is a non-discriminative process based on the principles of equal opportunities for all	50% (30)	47% (28)	3% (2)	0% (0)	0% (0)
District workforce actively participates in the planning, budgeting and implementation of workforce diversity management activities, projects and programs.	3% (2)	0% (0)	15% (9)	33% (20)	48% (29)
District has a systematic approach to workforce diversity problem solving that is non-discriminative for all.	35% (21)	57% (34)	5% (3)	3% (2)	0% (0)

Source: Primary Data

Findings from Table 4.3 above indicate that majority of the respondents 58(97%) agreed that District workforce recruitment, selection and deployment is a non-discriminative process based on the principles of equal opportunities for all while only 2(3%) were undecided. This was confirmed by a response from an interview that;

"The recruitment and selection criteria follow the laws of Uganda done by the District Service Commission and it is totally impartial, inclusive and fair as all aspects of gender, disability and many more are put under consideration by the Commission but sometimes the process is affected by individual member's perceptions and mind set towards religions, tribes, ethnicity among others in the final stages of the process."

This means that workforce recruitment, selection and deployment in Kisoro District is based on the principles of equal opportunities for all and is likely to affect service delivery both positively and negatively in terms of timeliness, reliability and quality of service especially when some part of the District is unrepresented within the workforce due to biased selection and deployment.

It was established that 49(81%) disagreed that District workforce actively participates in the planning, budgeting and implementation of workforce diversity management activities, projects and programs yet 2(3%) agreed with the statement and 9(15%) remained undecided. The Equal Opportunities Commission report (2016) contains that a number of stakeholders are not informed and invited to the different planning events such as budget conference in many local governments in Uganda. This finding was confirmed by one respondent interviewed who said that;

"The planning and budget conferences are not announced on public radio or platform and they only attended by technical people and this under mines political participation in implementation of their mandates and roles in service delivery."

This implies that the District workforce does not entirely actively participate in the planning, budgeting and implementation of workforce diversity management activities, projects and programs, most likely this has contributed to the prevailing service delivery levels in Kisoro District in terms of timeliness, reliability and quality of service.

The findings further indicated that majority of the respondents 55 (92%) agreed that District has a systematic approach to workforce diversity problem solving that is non-discriminative for all while 2(3%) disagreed to the statement and 3(5%) were undecided. This was supported by one respondent interviewed who said;

> "*There is support for implementation of a systematic approach to workforce diversity problem solving from donors/civil society to ensure that there is no discrimination, only that the implementation of the outcomes by the stakeholders is extremely slow and abused.*"

This implies that, there is a systematic approach to workforce diversity problem solving that is non-discriminative for all in Kisoro District but its implementation has not translated into change in service delivery in terms of timeliness, reliability and quality of service.

4.4.3 Correlation between Cultural audit and service delivery

This section presents the analysis done using Pearson Product Moment Correlation Coefficient to establish whether there was a correlation between Cultural audit and service delivery in Kisoro District Local Government. The results are presented in Table 4.4.

Table 4.4: *Correlation Results for Cultural Audit and service delivery*

		Cultural audit	Service delivery
Cultural audit	Pearson Correlation	1	.357[**]

			.005
	Sig. (2-tailed)		.005
	N	60	60
Service delivery	Pearson Correlation	.357**	1
	Sig. (2-tailed)	.005	
	N	60	60

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data

Table 4.4 above shows a positive correlation between Cultural audit and service delivery in Kisoro District Local Government. (r=.357** p < 0.05). This means that utilization of the principles of equal opportunities for all in workforce recruitment, selection and deployment; ensuring that all people participate in the planning, budgeting and implementation of workforce diversity management activities, projects and programs; and the process is non-discriminative with a systematic approach to workforce diversity problem solving. This is likely to improve service delivery in Kisoro District Local Government in terms of timeliness, reliability and quality of service by 35.7%. However, this analysis was not conclusive, thus the need to test the hypothesis.

4.4.4 Testing Hypothesis
Null hypothesis (Ho)

H0: There is no significant relationship between Cultural audit and service delivery in Kisoro District Local Government.

Alternative hypothesis

HA: There is a positive relationship between Cultural audit and service delivery in Kisoro District Local Government.

α = Level of significance, α = 0.05

Test was done using coefficient of determination. The result was presented in Table 4.5 below

Table 4.5: *Model Summary on Cultural audit*

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.357[a]	.128	.113	.41893

a. Predictors: (Constant), Cultural audit

Source: Primary Data

Table 4.5 shows that 0.113 or 11.3% of the variation in service delivery in Kisoro District Local Government is a result of acceptance, empathy and awareness of cultural sensitivity which is Cultural audit. However, the testing was not conclusive thus the need to run Analysis of variance (ANOVA), as presented in Table 4.6.

Table 4.6: Showing Analysis of Variance (ANOVA) results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	1.490	1	1.490	8.491	.005[b]
1	Residual	10.179	58	.176		
	Total	11.669	59			

a. Dependent Variable: service delivery

b. Predictors: (Constant), Cultural audit

Source: Primary data

Table 4.6 shows that the relationship between Cultural audit and service delivery in Kisoro District Local Government was significant (Sig. = 0.005, P =.000 <0.05, F= 8.491). This meant that the model is significant because its significance value is below 0.05. This led to the acceptance of the alternative hypothesis which states that there is a positive significant relationship between Cultural audit and service delivery in Kisoro District Local Government.

4.4.5 Affirmative action and service delivery in Kisoro District Local Government

The purpose of this objective was to find out the relationship between affirmative action and service delivery in Kisoro District Local Government. The researcher used questionnaires to get

responses from the various respondents. Three items were used to determine relationship between affirmative action and service delivery. The views of the respondents were rated on a 5-likert scale as: Strongly Agree, Agree, Undecided, Disagree and strongly disagree. In this study, Strongly Agree and Agree were taken to mean Agree and strongly disagree and disagree were taken to mean Disagree. The results are presented under Table 4.7.

Table 4.7: *Responses on affirmative action and service delivery*

Statements on affirmative action	Percentage Response (%)				
	SA	A	N	D	SD
Diversity management programs and projects are budgeted and planned for in the District Development Plan in accordance with the UNMDGs	35% (21)	43% (26)	10% (6)	8% (5)	3% (2)
The Rewards and Sanctions system used by the District in the management of the workforce is based on a standardized instructions, policy and regulations of Government	37% (22)	48% (29)	12% (7)	3% (2)	0% (0)
District conforms to the implementation of the Equal Opportunity Commission mandates' activities and programs	27% (16)	30% (18)	17% (10)	27% (16)	0% (0)

Source: Primary Data

Findings from Table 4.7 above indicate that majority of the respondents 47(78%) agreed that Diversity management programs and projects are budgeted and planned for in the District Development Plan in accordance with the UNMDGs while 7(11%) disagreed and 6(10%) were undecided. The implication of this is that diversity management programs and projects are budgeted and planned for in the District Development Plan in accordance with the UNMDGs; this is likely to lead to improved service delivery in terms of timeliness, reliability and quality of service in Kisoro District Local Government. This was confirmed by one respondent who said;

"The Government of Uganda has fully equipped the Ministries, Agencies and Local Governments including Kisoro Local government have information materials to guide the implementation of Diversity inclusiveness activities and strategies and we strictly follow them in the implementation of government programs."

It was established that 51 (85%) agreed that the rewards and sanctions system used by the District in the management of the workforce is based on a standardized instructions, policy and regulations of Government yet 2(3%) disagreed with the statement and 7(12%) remained undecided. This implies that rewards and sanctions system used by the Kisoro District Local government in the management of the workforce is based on a standardized instructions, policy and regulations of Government and consequently this is likely to bring about improved service delivery in terms of timeliness, reliability and quality of service in Kisoro District Local Government.

The findings further indicated that 34 (56%) of the respondents agreed that District conforms to the implementation of the Equal Opportunity Commission mandates' activities and programs while 16 (27%) disagreed with the statement and 10(17%) were undecided. This means that Kisoro District to a large extent conforms to the implementation of the Equal Opportunity Commission mandates' activities and programs especially in the recruitment process which is likely to bring about improved service delivery in terms of timeliness, reliability and quality of service. However, the 44% in disagreement continues to prove that there is a lot still desired to be done by Kisoro District Local government towards the implementation of the Equal Opportunity Commission mandates' activities and programs.

4.4.6 Correlation between affirmative action and service delivery
This section presents the analysis done using Pearson Product Moment Correlation Coefficient to establish whether there was a correlation between affirmative action and service delivery in Kisoro District Local Government. The results are presented in Table 4.8.

Table 4.8: *Correlation Results for affirmative action and service delivery*

		Affirmative action	Service delivery
Affirmative action	Pearson Correlation	1	.664**
	Sig. (2-tailed)		.000
	N	60	60
Service delivery	Pearson Correlation	.664**	1
	Sig. (2-tailed)	.000	
	N	60	60
**. Correlation is significant at the 0.05 level (2-tailed).			

Source: Primary data

Table 4.8 above shows a strong positive correlation between affirmative action and service delivery in Kisoro District Local Government (r=.664** p < 0.05). This means that including diversity management programs in plans and budget at district level; ensuring that reward and sanction systems used in the management of workforce are based on standardized instructions, policy and regulations of Government; ensuring that the districts conform to the implementation of the Equal Opportunity Commission mandates' activities and programs, other factors remaining constant are likely to improve service delivery in Kisoro District Local Government in terms of timeliness, reliability and quality of service. In order to test the hypothesis, regression analysis was carried out and the model summary and ANOVA results presented in Table 4.9 and Table 4.10 respectively**.**

4.4.7 Testing Hypothesis
Null hypothesis (Ho)

H0: There is no relationship between affirmative action and service delivery in Kisoro District Local Government.

Alternative hypothesis

HA: There is a positive relationship between affirmative action and service delivery in Kisoro District Local Government.

α = Level of significance, α = 0.05

The result were presented in Table 4.9 and Table 4.10.

Table 4.9: *Model Summary on affirmative action and service delivery*

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.664ᵃ	.440	.431	.33552

a. Predictors: (Constant), affirmative action

Source: Primary Data

Table 4.9 shows that 0.431 or 43.1% of the variation in service delivery in Kisoro District Local Government is a result of changes in affirmative action. This indicates a very significant effect. Further analysis was done by computing the Analysis of Variance (ANOVA) as presented in Table 4.10.

Table 4.10: *Analysis of Variance (ANOVA) results*

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	5.140	1	5.140	45.662	.000ᵇ
1	Residual	6.529	58	.113		
	Total	11.669	59			

a. Dependent Variable: service delivery

b. Predictors: (Constant), affirmative action

Source: Primary data

Table 4.10 shows that the relationship between affirmative action and service delivery in Kisoro District Local Government was positive and statistically significant (Sig. = 0.000, p =.000 <0.05, F= 45.662). This meant that the model was significant because its significance value was less than 0.05. Therefore, the alternative hypothesis which states that there is a positive relationship between affirmative action and service delivery in Kisoro District Local Government was accepted.

4.4.8 To examine the relationship between diverse workforce performances maximization and service delivery in Kisoro District Local Government

The views of the respondents were rated on a 5-likert scale as Strongly Agree, Agree, Undecided, Disagree and strongly disagree. In the presentation of the study results, Strongly Agree and Agree were taken to mean Agree and strongly disagree and disagree were taken to mean Disagree. The results were presented in Table 4.11.

Table 4.114: *Views on diverse workforce performances maximization*

Statements on diverse workforce performances maximization	Percentage Response (%)				
	SA	A	N	D	SD
Workforce is aware of the existing Government programmes and project output assessment and audit procedures	43% (26)	42% (25)	10% (6)	5% (3)	0% (0)
District has a systematic communication channel for easy information sharing between the management and workforce at all levels	20% (12)	62% (37)	13% (8)	5% (3)	0% (0)
Regularly, District creates an opportunity for all staff to interact and share experiences in their different fields of deployment	16% (10)	65% (39)	15% (9)	3% (2)	0% (0)

Source: Primary Data

Findings from Table 4.11 above indicate that most of the respondents 51(85%) agreed that Workforce is aware of the existing Government programs and project output assessment and audit procedures, while 3(5%) disagreed and only 6(10%) were undecided. This means that employees at the Kisoro District Local Government have the necessary knowledge of the existing Government programs and project output assessment and audit procedures. This is likely to motivate workforce to improve output hence resulting into good implementation of Government programs and project leading to improvement in service delivery in Kisoro District Local Government in terms of timeliness, reliability and quality of service.

It was established that 49(82%) agreed that District has a systematic communication channel for easy information sharing between the management and workforce at all levels, yet 3(5%) disagreed with the statement and 8(13%) remained undecided. This implies that workforce is able to communicate their dissatisfactions to management and is heard on time. This is likely to result into organisational trust and workforce protection of both management and workforce at all levels leading to improvement in service delivery in Kisoro District Local Government in terms of timeliness, reliability and quality of service.

The findings further indicated that majority of the respondents 49(81%) agreed that regularly, District creates an opportunity for all staff to interact and share experiences in their different fields of deployment while 2 (3%) disagreed with the statement. This was echoed by one interviewee who responded that;

> *"We always attend sector or project specific training workshops organized by the District and many times civil society organizations, end of year staff get together party and at some of these occasion most district employees at different level including politicians and the technical people freely mingle and mix without discrimination most especially the end of year party ."*

This means that workforce has an opportunity to interact and know one another annually as colleagues because workshops are normally sector specific and therefore find it easy to learn from one another and work as a team. This increase the level of acceptance among workforce hence focusing on achieving institutional goal other than individual differences to improve service delivery in terms of timeliness, reliability and quality of service.

4.4.9 Correlation between diverse workforce performances maximization and service delivery

There was need to establish whether there was a correlation between diverse workforce performances maximization and service delivery in Kisoro District Local Government. The analysis was done using Pearson product moment correlation coefficient. The results were presented in Table 4.12.

Table 4.125: *Correlation Results for diverse workforce performances maximization and service delivery in Kisoro District Local Government*

		Diverse workforce performances maximization	Service delivery
Diverse workforce performances maximization	Pearson Correlation	1	.714[**]
	Sig. (2-tailed)		.000
	N	60	60
Service delivery	Pearson Correlation	.714[**]	1
	Sig. (2-tailed)	.000	
	N	60	60

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data

Table 4.12 above shows a strong positive correlation between diverse workforce performances maximization and service delivery in Kisoro District Local Government (r=.714** $p < 0.05$). This means that keeping employees informed and aware of the existing Government programs and project output assessment and audit procedures; putting in to place a systematic communication channel for easy information sharing; exchanging feedback between district management and workforce at all levels; and creating for all district staff to interact and share experiences in their different fields of deployment, other factors remaining constant, is likely to service delivery in terms of timeliness, reliability and quality of service in Kisoro District Local Government by

71.4%. However, the researcher needed to test the hypothesis in order to confirm the correlation finding.

4.4.9.1 Testing Hypothesis

Null hypothesis (Ho)

H0: There is no significant relationship between diverse workforce performances maximization and service delivery in Kisoro District Local Government.

Alternative hypothesis

HA: There is a positive relationship between diverse workforce performances maximization and service delivery in Kisoro District Local Government.

α = Level of significance, α = 0.05

Test was done using regression analysis. The result was presented in Table 4.13.

Table 4.13: Model Summary on diverse workforce performances maximization and service delivery

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714[a]	.509	.501	.31417

a. Predictors: (Constant), diverse workforce performances maximization

Source: Primary Data

Table 4.13 shows that 0.501 (adjusted R Square) or 50.1% of the variation in service delivery in Kisoro District Local Government is a result of changes in diverse workforce performances maximization. Further, the researcher computed the Analysis of Variance (ANOVA) results, so as to ascertain whether there was a relationship between diverse workforce performances maximization and service delivery in Kisoro District Local Government, as presented in Table

4.14. Table 4.14:*Showing Analysis of Variance (ANOVA) results*

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.945	1	5.945	60.227	.000^b
	Residual	5.725	58	.099		
	Total	11.669	59			

a. Dependent Variable: service delivery

b. Predictors: (Constant), diverse workforce performances maximization

Source: Primary data

Table 4.14 shows that the relationship between diverse workforce performances maximization and service delivery in Kisoro District Local Government was significant (Sig. = 0.000, p =.000 <0.05, F= 60.227). This meant that the model was significant because its significance value was below 0.05. This led to the acceptance of the alternative hypothesis which states that there is a positive significant relationship between diverse workforce performances maximization and service delivery in Kisoro District Local Government.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This study investigated the relationship between diversity management and service delivery in

Kisoro District Local Government (KDLG). The study aimed to; establish the relationship between

Cultural audit and service delivery in Kisoro District Local Government; examine the relationship

between diverse workforce performances maximization and service delivery in Kisoro District

Local Government; and find out the relationship between affirmative action and service delivery

in Kisoro District Local Government. The previous chapter was concerned with analysing,

presenting and interpreting data got from employees at Kisoro District Local Government. This

chapter presents the summary, discussion, conclusions and recommendations according to the

three specific objectives of the study.

5.2 Summary

This section presents the summary of findings in line with the objectives of the study.

5.2.1 Cultural audit and service delivery in Kisoro District Local Government

The study findings revealed that there was a positive correlation between Cultural audit and service

delivery in Kisoro District Local Government (r=.357** $p < 0.05$). This study found that

utilization of the principles of equal opportunities for all in workforce recruitment, selection and

deployment; ensuring that all people participate in the planning, budgeting and implementation of

workforce diversity management activities, projects and programs; and the process is non-

discriminative with a systematic approach to workforce diversity problem solving other factors

remaining constant. The practice is likely to improve service delivery in Kisoro District Local

Government in terms of timeliness, reliability and quality of service.

5.2.2 Affirmative action and service delivery in Kisoro District Local Government
The study findings revealed that there was a strong positive correlation between affirmative action and service delivery in Kisoro District Local Government (r=.664** p < 0.05). This study found that including diversity management programs in plans and budget at district level; ensuring that reward and sanction systems used in the management of workforce are based on standardized instructions, policy and regulations of Government; ensuring that the districts conform to the implementation of the Equal Opportunity Commission mandates' activities and programs, other factors remaining constant is likely to improve service delivery in Kisoro District Local Government in terms of timeliness, reliability and quality of service.

5.2.3 Diverse workforce performances maximization and service delivery in Kisoro District Local Government
The study findings revealed that there was a strong positive correlation between diverse workforce performances maximization and service delivery in Kisoro District Local Government (r=.714** p < 0.05). This study found that keeping employees informed and aware of the existing Government programs and project output assessment and audit procedures; putting in to place a systematic communication channel for easy information sharing; exchanging feedback between district management and workforce at all levels; and creating for all district staff to interact and share experiences in their different fields of deployment; other factors remaining constant, is likely to improve service delivery in terms of timeliness, reliability and quality of service in Kisoro District Local Government.

5.3 Discussion
5.3.1 Cultural audit and service delivery in Kisoro District Local Government
The study found that Cultural audit significantly affects service delivery in Kisoro District Local Government. In this study, it was widely perceived by most respondents that utilization of the principles of equal opportunities for all in workforce recruitment, selection and deployment;

ensuring that all people participate in the planning, budgeting and implementation of workforce diversity management activities, projects and programs; and possession of a non-discriminative for all systematic approach to workforce diversity problem solving; all of which that affect service delivery in Kisoro District Local Government. The study findings further revealed a positive correlation between Cultural audit and service delivery in Kisoro District Local Government. Such findings are in agreement with the findings of a study by Matveeu (2004) that revealed that cultural diversity does add value and within a proper context contributes positively to the firm's competitive advantage. Gunter*et al.* (2014) emphasise a positive role of distance and diversity a cross national cultural and institutional dimensions and provides an overview of the contributions to the special issues.

The findings are also in harmony with Milton (2014) who found that An institution is said to be cultural sensitive when workforce can participate in planning for diversity, have self-interactions, clear communication channels, peer to peer learning, and innovations among others. However on the contrary, Gunter*et al.* (2017) found that emphasis on adverse outcome of the cultural differences has also hindered the understanding of the processes and conditions that help institutions leverage the benefits of cultural distances or diversity. In addition, the findings further indicated that majority of the respondents agreed that ensuring that all people participate in the planning, budgeting and implementation of workforce diversity management activities, projects and programs was crucial in this study. This finding is in harmony with MClntire (2014) who opines that there are four approaches to diversity management in modern institution/Local Government's set up. These approaches all aim at creating a conducive work environment that shall motivate workforce to perform their tasks with an ultimate goal of achieving the institutional/Local Government goal. Patrick (2012), in support of these findings, further revealed

that Diversity Management as evolving, acceptance and understanding that each and every individual is unique and different under dimensions like gender, age and abilities.

5.3.2 Affirmative action and service delivery in Kisoro District Local Government
The study found that affirmative action significantly affects service delivery in Kisoro District Local Government. However this study revealed a strong positive correlation between affirmative action and service delivery in Kisoro District Local Government. Such findings are supported by Ukur (2011) who argues that most organizations comply to these policies and regulations in fear of its implications in steady of the general benefits hence limiting the workforce involvement. This is still in agreement with (Daniel & Bushardt, 2005; Eldeltrand &Ukur, 2011; Otike, Messah & mwelekwa, 2009), established that it was good to monitor the implementation of diversity inclusion and management in both private organizations and public sector. However on the social cognition / similarity attraction theory (Byrne, 1971) assumes that it is assumed that all members of the workforce contribute equally to the institutional set targets and therefore members in the Institution highly value themselves devaluing those outside the Institution.

5.3.3 Diverse workforce performances maximization and service delivery in Kisoro District Local Government
The study found that diverse workforce performances maximization significantly affects service delivery in Kisoro District Local Government. In this study, it was widely perceived by most respondents that keeping employees informed and aware of the existing Government programs and project output assessment and audit procedures; putting in to place a systematic communication channel for easy information sharing; exchanging feedback between district management and workforce at all levels; and creating for all district staff to interact and share experiences in their different fields of deployment; all of which that affected service delivery in terms of timeliness, reliability and quality of service in Kisoro District Local Government.

However this study revealed a strong positive correlation between diverse workforce performances maximization and service delivery in Kisoro District Local Government.

The findings are supported by MClntire (2014) who opine that the success of an Institutional/Local Government can only be visible when workforce completes its tasks and the performance is achieved at 100%. It is also signified when barriers are removed and the Institutional/Local Government output goes beyond the previously. Blanchard (2014) adds Interpersonal Interaction helps workforce build a greater wall on performance hindrance issues that would spell out disaster such as abuse of time off, interpersonal conflict, time wasting, repeated instructions, petty conflicts among others that are productivity drainers hence creating positive attitudes among workforce that is productivity oriented.

In a similar study, Howitz (2005) found that the unique characteristics of service delivery require an implementing workforce that is unique and creative and quick at decision making which are characteristics of a diverse workforce. This is still in concurrence with Eshghi*et al.* (2008) who also found that the extent to which service provided meets the client's need or expectation. It is said to be of quality only when it conforms to the clients' expectations.

This study found that employees keeping employees informed and aware of the existing Government programs and project output assessment and audit procedures affect service delivery in Kisoro District Local Government in terms of timeliness, reliability and quality of service. This is confirmed by the findings of Lee (2005) who found that with increasingly unique characteristics of service delivery which requires an implementing workforce that is unique, creative and quick at decision making.

5.4 Conclusions
The following conclusions were drawn from the study findings

5.4.1 Cultural audit and service delivery in Kisoro District Local Government
There is a positive correlation between Cultural audit and service delivery in Kisoro District Local

Government whereby a change in Cultural audit was related to a considerable change in service

delivery where improved Cultural audit was related to improved and service delivery in Kisoro

District Local Government, and vice versa. Basing on of the findings of the study, it can be

concluded that Cultural audit affects a number of outputs in regard to service delivery in Kisoro

District Local Government. This means that utilization of the principles of equal opportunities for

all in workforce recruitment, selection and deployment; ensuring that all people participate in the

planning, budgeting and implementation of workforce diversity management activities, projects

and programs; and possession of a non-discriminative for all systematic approach to workforce

diversity problem solving other factors remaining constant, creates a sense of one another

acceptances and valuation which leads to a condusive environment for all hence improved service

delivery in Kisoro District Local Government.

5.4.2 Affirmative action and service delivery in Kisoro District Local Government
There is a strong positive correlation between affirmative action and service delivery in Kisoro

District Local Government whereby a change in affirmative action was related to a considerable

change in service delivery where improved affirmative action was related to improved service

delivery in Kisoro District Local Government, and vice versa. Basing on of the findings of the

study, it can be concluded that affirmative action affects a number of outputs in regard to the

service delivery in Kisoro District Local Government in terms of timeliness, reliability and quality

of service. This means that including diversity management programs in plans and budget at

district level; ensuring that reward and sanction systems used in the management of workforce are

based on standardized instructions, policy and regulations of Government; ensuring that the districts conform to the implementation of the Equal Opportunity Commission mandates' activities and programs; other factors remaining constant makes employees to develop a bond with the District knowing that they are all equally treated and hired on merit, hence motivating them to concentrate on tasks for better service delivery in Kisoro District Local Government in terms of timeliness, reliability and quality of service.

5.4.3 Diverse workforce performances maximization and service delivery in Kisoro District Local Government

There is a strong positive correlation between diverse workforce performances maximization and service delivery in Kisoro District Local Government whereby a change in diverse workforce performances maximization was related to a considerable change in service delivery where improved diverse workforce performances was related to improved service delivery in Kisoro District Local Government, and vice versa. Basing on of the findings of the study, it can be concluded that keeping employees informed and aware of the existing Government programs and project output assessment and audit procedures; putting in to place a systematic communication channel for easy information sharing; exchanging feedback between district management and workforce at all levels; and creating for all district staff to interact and share experiences in their different fields of deployment; other factors remaining constant, helps in elimination of all the barriers that limit work force performance of tasks. Through expression of personal hindrances through a clearly established channel in Kisoro District Local Government.

5.5 Recommendations
5.5.1 Cultural audit and service delivery in Kisoro District Local Government

Basing on the finding, the study recommends that in preparation for (or in the absence of) a formal customized culture audit, the District Administration and management should gather and consider valuable information focusing on three major areas such as policies, procedures, and processes;

service providers; and clients served to assess the current cultural status. Each area should be reviewed with consideration given to how the area may be impacted by cultural variables, such as ethnicity, culture, language, dialect, national origin, gender, age, religion, socioeconomic status and ability.

Kisoro District Local Government should start and maintain practices such as communicating the outcomes and future goals of the diversity strategy should be expanded beyond employee groups to include additional stakeholders and the public. The goals should be recognized by employees, suppliers, customers and the public as an inclusive organization that places a high value on diversity that is reflected in the business products and services.

Kisoro District Local Government should ensure that negative attitudes and behaviours in the workplace which include prejudice, stereotyping and discrimination should never be used by management for hiring, retention and termination practices. The study recommends that Kisoro District Local Government should allocate sufficient resources for diversifying the workforce, recognizing and utilizing it as an important organizational resource to achieve a competitive edge to performance improvement.

5.5.2 Affirmative action and service delivery in Kisoro District Local Government
Basing on the findings, the study recommends that the Kisoro District Local Government management and administrators should spend significant financial resources on recruiting, training and developing their employees, top priorities being the retention and development of diverse talent. The management should actively assess their handling of workplace diversity issues, develop and implement diversity management plans as this will enable the district to report multiple benefits.

5.5.3 Diverse workforce performances maximization and service delivery in Kisoro District Local Government

Basing on the above findings, the study recommends that in order to achieve a high level of innovation that ensures employee's satisfaction and quality in service delivery, Kisoro District Local Government management and administrators must ensure that strategies to increase workforce diversity are adopted.

Therefore the study recommends that management should support workforce diversity efforts such as mentoring or recruitment of minorities for top jobs, organizational diversity and upward mobility efforts more effectively.

5.6 Areas for further research

Future researchers can explore the relationship between the workplace diversity and performance of public sector; the study recommends that further research should be done to determine factors that hinder effective workforce diversity management in firms.

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APPENDICES

Appendix I: Introduction Letter

Dear respondent,

This questionnaire is for obtaining your view on diversity management relationship with district general performance in Kisoro district local Government. You are kindly requested to answer all the questions as objectively as possible. The questionnaire is primarily for academic purpose and your response shall be treated with maximum adherence to confidentiality. The data obtained by the researcher from the study shall be used in writing a dissertation leading to the award of master of management studies (Human Resource Management) of Uganda Management Institute, (UMI)

Thank you for your support

Yours sincerely

Nyiramahoro Molly

Master student UMI – kampala Uganda

Appendix II: Questionnaire on Diversity Management Approaches and Service Delivery

Section A: for questions in this section please kindly tick the response that applies best.

A) Gender 1. Male 2. Female

B) Age   1. 20-30   2. 31-40   3. 41-50   5. 51-60

C) Experience   1. 1-5   2. 5-10   3. 10-15   5. 15- above

D) Educational level 1. Masters   2.PGD 3. Bachelors   4. Diploma   5. Certificate.

E) Nationality   1. Uganda   2, Congolese   3 Kenyan   4 Rwandese   5 others

      specify..

Section B-For this section please circle the number that best indicate your opinion using the following scale

Key to the respondent

1. Strongly disagree (SD) 2. Disagree (D)   3. Not sure (NS)   4. Agree (A) 5. Strongly Agree (SA)

Questions on Diversity Management Approaches in the District

Themes	Percentage Response (%)				
	SD (1)	D (2)	NS (3)	A (4)	SA (5)
Cultural Audit					
District workforce recruitment, selection and deployment is a non-discriminative process based on the principles of equal opportunities for all					
District workforce actively participates in the planning, budgeting and implementation of workforce diversity management activities, projects and programs.					
District has a systematic approach to workforce diversity problem solving that is non-discriminative for all.					

Affirmative Action					
Diversity management programs and projects are budgeted and planned for in the District Development Plan in accordance with the UNMDGs					
The Rewards and Sanctions system used by the District in the management of the workforce is based on a standardardised instructions, policy and regulations of Government					
District comforms to the implementation of the Equal Opportunity Commission mandates' activities and programs.					
Maximization of workforce abilities.					
Workforce is aware of the existing Government programmes and project output assessment and audit procedures					
District has a systematic communication channel for easy information sharing between the management and workforce at all levels.					
Regularly, District creates an opportunity for all staff to interact and share experiences in their different fields of deployment.					

Questions on Service Delivery in the District

Themes	Preferred Ranking				
	1	2	3	4	
Timeliness	SD	D	NS	A	SA
District Implements its plans and budgets timely as planned					
District makes timely submissions of reports to stakeholders.					
District workforce facilitation has enabled timely completion of task					
Workforce Reliability					
District has a developed communication channel for all stakeholders					
District has well developed teams/ workforce to improve service delivery					
Workforce are satisfied with their jobs and working relations					
Quality of work					
At all times, District offers quality and timely services to clients					
District has competent and quality staff in all sectors					
District output in service delivery has generally improved over the past 6yrs					

Unstructured

Briefly explain how District workforce is recruitment, selection and deployment

………

In your view, how does the District manage the workforce diversities as a management tool for effective service delivery at all levels of management……………………………………………………………………

Describe the process through which District solves workforce diversity problem without favouring one group over the other...

Mention some of the Diversity management activities, programs and projects budgeted and planned for in your sector…………………………………………………………………………………..

Give three examples of the Laws, guidelines and policies that guides the District Rewards and Sanctions system used in the management of the workforce …………………………………………………………

How does the District conforms to the implementation of the Equal Opportunity Commission mandates…………………………………………………………………………………………………

What are some of the evidences or examples of existing Government programmes and project output audit assessment procedures……………………………………………………………………………

What are some of the ways through which information is transmitted from one staff / department to another at all levels of management…………………………………………………………………………

How often does the District creates an opportunity for all staff to interact and share experiences in their different fields of deployment…………………………………………………………………………..

Write short notice on how District Implements its plans and budgets timely as planned…………

How often does the District make submissions of reports in a financial year to stakeholders………

What means has the District put in place to ensure timely completion of task………………………

How is information flow controlled and managed between management and stake holders

……

Explain the ways in which management has ensured jobs satisfaction and working relations among employees……………………………………………………………………………………….

In your understanding, how do u rate the quality of services to clients offered by District?................

How long does it take a client to obtain services at the District in relation to the client charter………………………………………………………………………………..

Briefly explain compulsion the level of service delivery over the past 6yrs…………………………..

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Appendix III: Interview Guide on Diversity Management approaches

Briefly explain how District workforce is recruitment, selection and deployment

In your view, how does the District manage the workforce diversities as a management tool for effective service delivery at all levels of management

Describe the process through which District solves workforce diversity problem without favouring one group over the other

Mention some of the Diversity management activities, programs and projects budgeted and planned for in your sector

Give three examples of the Laws, guidelines and policies that guides the District Rewards and Sanctions system used in the management of the workforce

How the District does conforms to the implementation of the Equal Opportunity Commission mandates

What are some of the evidences or examples of existing Government programmes and project output audit assessment procedures?

What are some of the ways through which information is transmitted from one staff / department to another at all levels of management

How often does the District creates an opportunity for all staff to interact and share experiences in their different fields of deployment.

How does the District conforms to the implementation of the Equal Opportunity Commission mandates

What are some of the evidences or examples of existing Government programmes and project output audit assessment procedures

What are some of the ways through which information is transmitted from one staff / department to another at all levels of management

How often does the District creates an opportunity for all staff to interact and share experiences in their different fields of deployment

Write short notice on how District Implements its plans and budgets timely as planned

How often does the District make submissions of reports in a financial year to stakeholders

How is information flow controlled and managed between management and stake holders

Explain the ways in which management has ensured jobs satisfaction and working relations among employees

In your understanding, how do u rate the quality of services to clients offered by District