

**RESTRUCTURING AND CUSTOMER SATISFACTION IN TASO UGANDA  
LTD: A CASE OF TASO JINJA**

**By**

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## **APPROVAL**

The submission of this dissertation has been approved by my supervisors in partial fulfillment for the award of a Master Degree of Management Studies (Human Resource Management Option) of Uganda Management Institute.

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## DECLARATION

I, Rebecca Nambi, declare that this dissertation is my own and not any other person's work. It has not been presented for any academic award at any other institution.

Signature .....

Rebecca Nambi

## **DEDICATION**

This piece of work is dedicated to my mother Mrs Beatrice Tamale Namayanja who encouraged me a lot to study and to my father, Mr. Tamale Sepiria Ssempiira who took me to school and cared for me throughout. I also dedicate it to my friend Pastor Tom Ngobi for his Prayers, support and encouragement and to my entire family. May the Mighty Lord always bless you.

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## **ABSTRACT**

This study examined the effect of restructuring on customer satisfaction in TASO with particular reference to TASO Jinja Centre. This study's objectives were to establish the effect of staffing levels on customer satisfaction, to find out the effect of task-shifting on customer satisfaction and to establish the effect of employee deployment on customer satisfaction. This study adopted a cross-sectional study design using both quantitative and qualitative approaches for data collection and analysis. The sample was 395 respondents but the study managed to get 316 respondents. First, the systematic random sampling method was used to select staff, followed by simple random sampling and purposive sampling. Analysis involved descriptive statistics (frequencies and percentages) and inferential statistics (correlation, coefficient of determination and regression). Findings revealed a significant positive strong effect of staffing levels on customer satisfaction, a significant positive strong effect of task-shifting on customer satisfaction and a significant weak positive effect of employee deployment on customer satisfaction. It was concluded that restructuring had a positive effect on customer satisfaction. It is recommended that TASO management should address staff shortage, shortcoming in task-shifting and improve employee deployment by recruiting more staff to improve customer satisfaction.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Introduction

Organizational restructuring has become a common place in today's competitive environment (Amboka, 2012). Globally organizations typically restructure in response to a variety of business problems and incidences, in order to continually improve efficiency and performance (Cisco, 2009). Much as restructuring may be seen to improve productivity and organizational performance; customers must be satisfied in order for organizations to retain their credibility. The Aids Support Organization (TASO) has had several restructuring exercises since inception, the ‘‘first one took place in 1995 at the time when it was growing rapidly’’ (Ssebanja, 2014 pg. 01). In 1995, the exercise was triggered by the delay of funding agreement with one of the funding agencies. The second in 2000 was TASO got a shortage of funding after the end of the funding cycle of five years. In 2009, it was related to a reduction in anticipated funds and the aim of the exercise in 2014 was to align systems of structures to the organizational priorities as outlined in the national and organizational strategic plans and donor corporation agreement.

This study examined the effect of restructuring on customer satisfaction in TASO with particular reference to TASO Jinja Centre. Restructuring in the study was the independent Variable while customer satisfaction was the dependent variable. The customer in this research referred to a Client (one who accesses care and treatment services from TASO Jinja centre). Restructuring was measured in form of staffing levels, task-shifting and staff deployments, while customer satisfaction was measured in form of expectations of service quality, experiences of service quality and perception of service quality. This

chapter presented the background of the study, the statement of the problem, the purpose of the study, the objectives of the study, the research Questions, the hypothesis, the scope of the study, the significance and operational definition.

## **1.2 Background to the study**

The study was carried out on restructuring and customer satisfaction with reference to TASO Jinja Centre. Under the background to the study, the focus was put on historical, theoretical, conceptual and contextual background.

### **1.2.1 Historical background**

Globally, organizational restructuring is triggered by diminishing resources or services. Organizations that do not do so are at a risk of failure because leading and best practice now include restructuring and retrenchment as a normal practice in the organization's life cycle (Caudron, 1996). Much as restructuring is seen as a tool that cuts down the financial organizational costs, it should be noted that customer satisfaction is vital and should be given priority in order for any organizations or business to meet their demands.

According to Kotler (2003), there are many factors that coerce organizations have gone through organizational change such as downsizing, merging processes, restructuring or acquisition aimed at improving performance. However, such organizational change have at times contributed to customer dissatisfaction either by influencing the perceptions of the customers about the performance of the organization or their negative effects on the well-being of workers which in turn compromises the effectiveness of organizational procedures and service quality offered to clients (Kotler, 2003). There are mainly four

types of restructuring namely financial, organizational, Operational and liquidation. Restructuring in TASO was both financial and organizational (Bethel, 1993).

According to Balogun and Halley (2004), 70% of restructuring and change process fail. This is in agreement with Tomasko (as cited by Koper & Richter 2014) whose research findings indicated that of more than 1000 US firms of which 90% of companies planned to reduce costs but only 50% achieved successful restructuring, 75% planned to increase productivity but only 22% were successful and 50% planned to improve internal process but only 15% were successful.

Organizations carry out restructuring to reduce costs and or to increase productivity by reducing the number of employees (Koper & Richter, 2014). Hoskisson and Moesel (1994), argue that the primary impetus for restructuring is poor performance along with correction of over diversification. Restructuring can also be undertaken after realizing that the core business area of the diversified company has come under attack from competition. It has been noted that most restructuring exercises fail to reach anticipated objective as Greenberg (1990) reported that most firms were not prepared for reformation because they do not have guidelines to address the negative consequences of restructuring. Thus, employees are forced to work stretching thin, managing more people and jobs and working longer hours. Restructuring involves re-designing systems but if employees are not motivated to implement such systems, the results are negative.

Pinnington and Edwards (2000) adds that employees may withdraw physically or psychologically by distancing themselves from the circumstances by absenting



themselves, poor participation or by rationalization whereby they fabricate stories to justify their actions that require explanations, subsequently avoiding or altering the truth.

### **1.2.2 Theoretical background**

The study was guided that was a model developed by Peters and Waterman in the 1980s, which is referred to as the 7S Model, also called the McKinsey 7 S (Abdulah, 2013). The model describes how well one can organize a company holistically. It is based on seven key elements of any organization, with the view that in order for it to operate effectively, all the elements in this model must align synergistically together (Abdulah, 2013). The factors are split into two groups, hard or soft. The hard elements are those that can physically be seen when in place and these include; strategy, structure and systems, whereas the soft are more intangible and cannot readily be seen, these are; shared values, skills, staff and style (Abdulah, 2013). The first variable in the study, that is staffing levels, fall under the hard group since downsizing and recruitment entails making adjustments in the reporting lines thus changing the organizational structure. The other two variables, task-shifting and employee deployment are grouped under soft, the elements under these two are more intangible and cannot readily be seen and yet they are very crucial for the current and future state of any organization. The model suggests that all these elements (the 7) are inter-related. Getting this balance right, means getting the culture right, gaps bridged and customers satisfied (Abdulah, 2013).

### **1.2.3 Conceptual background**

The study was guided by two main concepts of restructuring (staffing levels, task shifting, and employee deployment) serving as the independent variable, customer satisfaction (expectations of service quality, experiences of service quality and perception of service

quality) as the dependent variable. Restructuring is defined by Bethel (1993) as the separation of the various utility functions into individual operated and owned entities. Govillart and Kelly (1995) gave a technical definition of restructuring; they state that restructuring deals with a corporate body with a physical side of holistic health. It views the inside manifestation of health such as the structure of the company's portfolio - the physical disposition of its assets and the alignment of its work process. According to the study, restructuring is defined as a significant alteration made to the processes and or structure of a company. Restructuring involves re-designing systems but if employees are not motivated to implement such systems, the results may be negative. It is therefore important to note that before restructuring, jobs should be analyzed and evaluated to avoid complaints from customers, attain compliments from customer as well as retention. It is during such interventions (job evaluation and analysis) that concerns of staffing levels, task shifting and employee deployment can be critically handled.

Beardwell and Claydon (2007) defined staffing levels as having the right people in the right place at the right time. They argued that organizations should focus adequacy of their employees but also such ensuring that they knowledgeable, skilled and experienced to perform the required tasks. Task shifting according to Tulenko (2008) of the World Bank's Africa Health Work Force Program is division of labor which is associated with capabilities since each health care worker is given that opportunity to focus on specific tasks that they are best at performing. Daniel and Robert (2001), define a staff transfer (employee deployment) as the shifting of employees within a workplace to the same job in a different department or to different workplace of the same organization which can be voluntary as requested by an employee or administratively as assigned by the organization.

Armstrong (2009) urged that restructuring is done to enable the organization to gain economical and organizational benefits. Koper and Richter (2014) affirm that organizations carry out restructuring with an aim of reducing expenses and/or increasing productivity. However, it should be noted that most restructuring exercises fail to reach anticipated objective.

The longer-term implications of restructuring are lowered morale and less commitment to the business customers (Broker, 1988). Pinnington and Edwards (2000) adds that employees may withdraw physically or psychologically by distancing themselves from the circumstances by absenting themselves, poor participation or by rationalization whereby they fabricate stories to justify their actions that require explanations, subsequently avoiding or altering the truth.

#### **1.2.4 Contextual background**

The HIV/AIDS pandemic is a worldwide problem affecting rich and poor countries equally. At the end of 2013, approximately 36.7 million people were living with HIV around the world, of these 24.7 million were in Africa, 1.6 Million in Uganda and 100,000 were under the care of TASO Uganda limited. TASO is an indigenous non-Government organization that was founded in 1987 by Dr. Noeline Kaleeba and fifteen other colleagues affected by HIV. Its vision is to have ‘A world without HIV’. Its objectives are to prevent HIV infection, restore hope and improve the quality of life of HIV/AIDS affected persons, families and communities. TASO works in partnership with Ministry of Health and receives its main financial resources from a variety of donors that include, USAIDS, SIDA, CDC and Irish Aid etc. (TASO orientation booklet, 2008). The

organization experienced a major growth in offering support at the personal, family, community, national and international levels between 2004-2008 after introduction of ARVs. However, a reduction in anticipated funds in 2009 triggered TASO into restructuring. (Peter Ssebanja, 2014). TASO carried out restructuring mainly to ensure that its systems and structures are well aligned to the donor corporative agreements. The rationale of this exercise was to scale up TASO's business for greater efficiency and effectiveness (TASO Strategic plan, 2013-2017).

The objectives are linked to the National Development plan 2010/11-2014/15 (NDP) and National strategic plan (NSP) for HIV/AIDS 2006/7-2011/12 respectively. These include; treatment as prevention, Emtct, key population, care & treatment, social support and protection, positive health, dignity and prevention and the macro priorities (human rights and gender equality, strategic partnership to deliver results as well as HSS). TASO renders support at the individual, family, community, national and global levels, as follows:

At the individual or personal level, TASO offers one-to-one counseling to empower HIV/AIDS persons to make decisions from an informed point of view. At the family level, TASO offers counseling to family members to dispel their fears of contracting HIV through casual contact. At the community level, TASO offers community counseling to empower the communities to form appropriate response to the difficulties caused by the HIV/AIDS. At national and international levels, TASO conducts promotions and advocacy for improved access to treatments and vaccine development, trains appropriate personnel for service delivery, mobilizes resources to achieve the set organizational and national goals and corroborates with international efforts for the total defeat of HIV

infection and disease. TASO has been a benchmark for the noble services rendered to those infected and affected by HIV/AIDS, but also for all organizations in Uganda that have had restructuring since 1995.

TASO's first restructuring exercise took place in 1995 and was triggered by the delay in approval of funding agreement with one of the funding agencies. The funds available then were not enough to pay salaries of all the staff and at the same time carry out the essential core services. The second time TASO got a shortage of funding was in 2000 and this was after the end of the funding cycle of five years. It caused panic among staff remembering what had happened in 1995. Consultations were made with staff about how it should be handled. Most staff suggested half salary pay for all staff in the organization until more funds were realized. After 2001, TASO received a lot more funds, which compelled it to scale up its services. However, due to reduction in anticipated funds, there was a need to again have the organization restructured in 2009. Some employees were again laid off (Ssebanja, 2014).

The most recent phase took place in 2014 and it commenced in September 2013 to ensure that TASO's systems and structures could be well aligned to the organizational priorities as outlined in the National and organizational strategic plans and donor corporate agreements (TASO strategic plan, 2013-2017). In preparation for this restructuring, TASO engaged IFE Consultancy to carry out a change management workshop, develop the organizational structure, conduct job analysis, evaluation and grading, carry out market surveys and develop a pay structure, develop a new performance management system and prepare a final report to the Board of Trustees (TASO Human Resource Report, 2014). The consultancy successfully completed the exercise and from their

recommendations and the board approval, the restructuring outcomes were implemented in a phased manner. PILA Consultancy firm was contracted to implement the post restructuring recommendations, a new performance management system was to be set for the merged positions, a training needs assessment and an orientation of staff at all levels to adjust to the revised performance role (TASO Human Resource Report, 2014). The rationale of this exercise was to scale up TASO's business for greater efficiency and effectiveness. TASO senior management thought that this would automatically lead to increased customer satisfaction. However, the present state appears to be an extension of what happened in 2014 and the future probably a direct extrapolation of what is taking place today. TASO having gone through the restructuring exercise mentioned above seem to be experiencing the problems with customer satisfaction.

### **1.3 Statement of the Problem**

Organizational Restructuring is critical to organizational performance, growth and Customer satisfaction. Koper and Richter (2014) compared restructuring to organizational development. It's believed that through restructuring, a company can eliminate financial harm and improve the business.

TASO has had four restructuring exercises, the first one took place in 1995, the second in 2000, in 2009 and another was in 2014. The later was carried out to attain client's satisfaction through aligning TASO's systems and structures to the organizational priorities as outlined in the National and organizational strategic plans and donor corporate agreements. (TASO Strategic plan 2013-2017). However, feedback from TASO Jinja clients indicate that the former has not been attained as expected.

TASO strives to attain the ideal client satisfaction and authority on financial donations that is being competed for by all HIV/AIDS Non-Government organizations within the country. This has been done through boosting the service provision base by contracting part-time staff in cases where service provider to client ratio is low, having several community models (CDDPs & FDDPs) introduced to ease accessibility of services, Suggestion boxes at centers of excellence to get client's feedback on service provision and link this to quality service improvement plans.

The Client Satisfaction Survey Report (2015) noted that clients at the Client Drug Distribution Points (CDDPS) reported that they had limited access to their specific counselors and expressed discomfort to open up to new counselors again when their assigned counselors are laid off and or transferred to other TASO units (TASO Jinja client exit survey report, 2015). TASO Annual Report (2012) indicates that in the implementation of interventions during that financial year of the TASO 5 year strategic plan, 2008-2012, some of the out puts recorded were lower than the strategic targets.

The indicators above are signs of discontented clients at TASO Jinja centre, TASO (U) Ltd and the country at large. If this problem is not addressed, the organization is bound to lose its reputation/image, some donors may pull-out and clients might lose trust in the organization. This study ascertained the effect of restructuring on customer satisfaction within TASO Uganda-Jinja branch.

#### **1.4 Purpose of the Study**

The purpose of the study was to establish the effect of restructuring on customer satisfaction in TASO Uganda ltd.

### **1.5 Objectives of the Study**

- i. To establish the effect of staffing levels on customer satisfaction
- ii. To find out the effect of task-shifting on customer satisfaction
- iii. To establish the effect of employee deployment on customer satisfaction.

### **1.6 Research Questions**

- i. What is the effect of staffing levels on customer satisfaction at TASO?
- ii. What is the effect of task-shifting on customer satisfaction at TASO?
- iii. What is the effect of employee deployment on customer satisfaction at TASO?

### **1.7 Hypothesis of the Study**

- i. Staffing levels significantly affects customer satisfaction.
- ii. Task-shifting significantly affects the customer satisfaction.
- iii. Employee deployment significantly affects customer satisfaction.

### **1.8 Conceptual Framework**

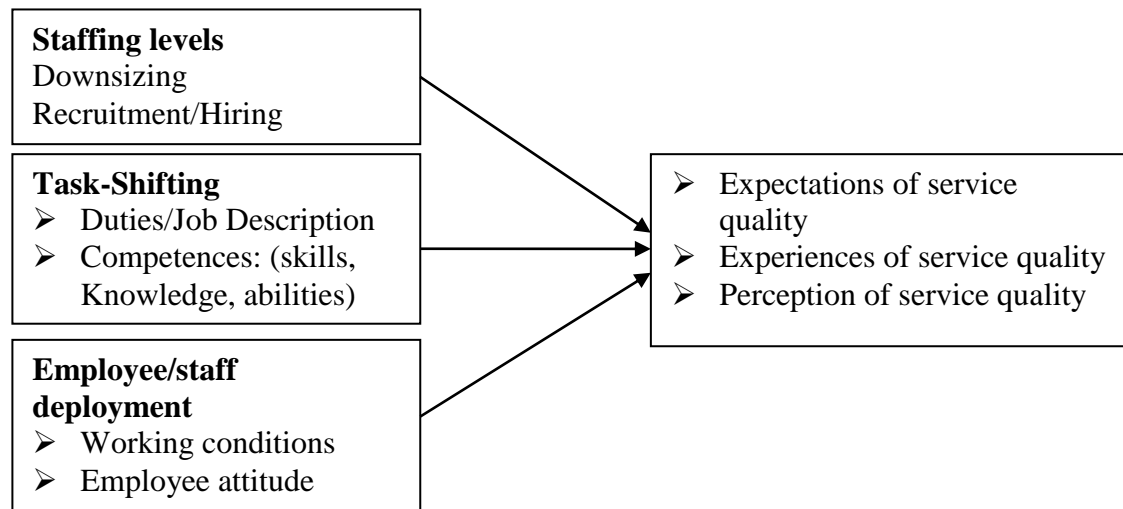
Figure 1 presents an illustration of the conceptual framework. It provides the cause-effect relationship between the independent and dependent variables. It therefore shows how restructuring affects customer satisfaction in TASO Uganda limited.



## Independent Variables (IV)

## Dependent Variables (DV)

### Restructuring



**Figure 1: Effect of restructuring on customer satisfaction**

**Source:** Developed by the researcher based on writings of; Koper and Richter (2014), Hackman and Oldham model (1975). From the conceptual framework, it is shown that staffing levels, task-shifting and employee deployment affect customer satisfaction. The assumption is that poor staffing levels, task-shifting and employee deployment will contribute to less customer satisfaction and better staffing levels, task-shifting and employee deployment will contribute to more customer satisfaction.

## 1.9 Significance of Study

The study will help Non-Government Organizations (NGOs) to know the effect of restructuring on customer satisfaction. It will provide insights to TASO Senior Management on what needs to be done to come up with better ways of managing staff and other resources, which will result in improved customer satisfaction.

It will guide policy makers like the Ugandan Government in making realistic policies on HIV/AIDS. The information attained will also inform other researches on restructuring and or organizational performance.

## **1.10 Justification of the Study**

Several studies have been conducted in the Non-government organizations (NGOs) within Uganda especially in the areas of performance management, employee commitment and satisfaction. However, no research has been conducted in the area of restructuring and customer satisfaction; hence, it necessitated to carry out a study on the effect of restructuring on customer satisfaction so that solutions to this problem can be sought.

The researcher observed a gap in the literature surveyed that most scholars were silent on the issue of restructuring and its effect on customer satisfaction. Much as organizations are under-going restructuring, most of them have not put into consideration the influence it has on customer satisfaction.

According to ChepTech (2014)'s research on 'organizational restructuring and employee commitment in Non-Government Organization of Uganda', she suggested that there should further research to cover other organizational restructuring aspects that were not covered by the scope of her study.

## **1.11 Scope of the study**

### **1.11.1 Geographical scope**

The was conducted in TASO Uganda-Jinja Branch, which is located within Jinja Regional Referral Hospital in Jinja District in Eastern Region on the Northern Shores of Lake Victoria and at the source of the River Nile. It borders Kayunga and Kamuli Districts to the North and Mayuge District to the South-East.

### **1.11.2 Content scope**

The study assessed the effect of restructuring on customer satisfaction. Restructuring was restricted to staffing levels, task shifting and employee deployment while customer satisfaction was restricted to expectations of service quality, experiences of service quality and perception of service quality.

### **1.11.3 Time scope**

It covered a period between 2008 and 2015, since this was a period when TASO realized great deviations in donations, organizational structure and service provision. This was realized after the introduction of ARVs in 2004 and the subsequent increase in enrolment of clients'. This drastic increment in clients' numbers created a need for more employees who were later restructured when some donors pulled-out.

## **1.12 Operational Definitions**

**Competences:** Referred to the ability of TASO health workers to do their job tasks successfully or efficiently

**Customer satisfaction:** Referred to the expectations of service quality, experiences of service quality and perception of service quality of TASO clients/customers.

**Downsizing:** Referred to reduction in the number of TASO employees.

**Duties/job description:** Referred to tasks and other related responsibilities of TASO health workers

**Employee attitude:** Referred to TASO health workers' favorable or unfavorable feeling and behavior towards something

**Recruitment/hiring:** Referred to the process of attracting, selecting and appointing suitable candidates for jobs within TASO

**Restructuring:** Referred to the process of changing the operational or other structures of a TASO to improve the achievement of its object objectives.

**Working conditions:** Referred to environment in which TASO and its employees operate working such as job hours, physical aspects, legal rights and responsibilities

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The researcher reviewed literature in an attempt to find out what other scholars had written about restructuring and customer satisfaction and the relationship between the variables in the study. This chapter presents relevant literature to the concepts under study. That is, restructuring and customer satisfaction.

#### **2.2 Theoretical Review**

Several models and theories have been advanced to explain the concepts of Restructuring and Customer Satisfaction. This study was explained by The Mckinsey 7S Model and Expectancy-disconfirmation. The rationale being that these two (the model and theory) capture the variables, dimensions and indicators of the study.

The 7S Model which was developed by Tom Peters and Robert Waterman, two consultants working at the McKinsey & Company consulting firm. The model defines how well one can arrange a company holistically. It is based around seven key elements of any organization, with an understanding that for a company to operate successfully, all the elements in this model must align synergistically together (Abdulah, 2013). The factors are divided into two groups; hard or soft. The hard elements are those that can physically be seen when in place and these include; strategy, structure and systems, whereas the soft are more intangible and cannot readily be seen; shared values, skills, staff and style. The first variable in the study, i.e.; staffing levels, fall under the hard group since downsizing and recruitment entails adjusting in the reporting lines thus the changes in the organizational structure. The other two; task-shifting and employee

deployment are grouped under soft, the elements under these two more intangible and cannot readily be seen and yet they are very crucial for the current and future state of any organization. All these elements are inter-related. Shared values are the apex and therefore in any company, they form the under-pinning culture, strategy effectiveness and performance, connecting to all elements in the framework.

Candy (2016) explains that in addition to the central values arrangement, each of the other six elements has an important role in designing the correct organization and is just as important as the next. The structure looks at the line of reporting, the task allocation and coordination and supervision level. With strategy, the top level plans to create competitive advantage. Under systems, the focus is on the supporting organisms like Human Resource information systems, financial reporting, resource allocation etc. The shared values are those core principles of the company and form the underpinning culture and how the business behaves and is perceived to behave in the under context of the community. The style specifically looks at the overarching style of management adopted within the organization. Staff, is the number of and type of employees within the organization and skills, are the abilities and capabilities of the workers. The McKinsey's 7S model was supported by Brown, Mowen, Donovan and Licata (2002), who stated that organizations need to always focus on the core values and to empower employees to improve on their ability and attitude to attend to customers' needs during their job performances.

The expectancy-disconfirmation Theory (Helson, 1964) however focuses on customer satisfaction. The theory states that clients form expectations of product performance characteristics before acquisition. When the product is bought or used, the expectations

are compared to the actual performance using a better than worse than heuristic. If customer's expectations are met, they are said to be confirmed and if they are not met, they are said to be disconfirmed. According to this theory, customer satisfaction has nothing to do with the structures, systems, skills, staff, shared values, strategies and systems of any organization. Gilbert et al (1992) however supports expectancy-disconfirmation theory by stating that when performance meets expectations, indifference is said to occur and that Satisfaction is said to increase when performance meets expectation. Research identifies a collection of service quality factors that are important for customers, including; Timeliness and convenience, personal attention, reliability and dependability, employee competence (Centre for the study of social policy, 2007). Kim (2004), points out factors that led to customer satisfaction among 350 respondents in Korea and these included timely delivery; value added services and customer support. Part of what could help to attain what was identified by Kim, is emphasis on team work, working conditions, employee attitude, goal sharing and for employees to act as change agents. Kotler and Phillip (2003) succumbs that favorable climate for excellent service manifests itself in employee behavior, for example, being attentive to customers, speaking favorably about the organization and its services. Research therefore concludes that in order for TASO to retain its clients in care, achieve overall client contentment and do away with complaints, the organization needed to review its staffing levels, employee tasks/duties and deployment thus restructuring.

### **2.3 Staffing Levels and Customer Satisfaction**

This section of the literature review highlights what other authors and scholars analyzed about staffing levels and customer satisfaction, the presentation is to be confined on the staffing levels characterized by downsizing and recruitment/hiring. According to Hitt

(1998), one of the meanings of restructuring is downsizing which refers to the reduction in the number of employees and some forces in number of operating units; but it may or may not change the composition of the business in the companies' portfolio. The main reason for taking this course of direction have always been given by the proponents as; making the organization lean and mean' by considering all operations and thereby achieve synergies and reduction on costs and bureaucratic inefficiency; improving productivity and increasing competitive advantage. Kozlowski et al. (1993) defined downsizing as an organizational decision intended to reduce the number of employees in order to improve organizational effectiveness. It attempts to correct the mistakes of the past, not to create the market of the future.

According to Koper and Richter (2014), organizations carry out restructuring with an aim of reducing costs and or to increase productivity by staff reductions. Armstrong (2009), adds that downsizing is carried out to improve efficiency and productivity, to achieve or maintain competitiveness to leverage more investments and for merger or acquisition, un-building and preparing for sale. Through restructuring, organizations often achieve customer satisfaction through increased productivity and improved quality of services (Bolton as cited in Koper & Richter, 2014).

Studies have however shown that not all downsizing goals are achieved as intended. Reduction in expenses is usually achieved about half way. Bennet (1991) explained that in a study conducted by Wyatt Company consultants revealed that fewer than half of the down-sized companies achieved a reduction in overall expense with less than one quarter indicating increased customer satisfaction. Downsizing had been associated with a host of negative outcomes such as a strange relationship with suppliers and customers, un-



warranted early retirement of talented employees and general demoralization of employees (Bennet, 1991).

Employees who are least affected by downsizing tend to be those who are not dependent on the organization to describe who they are as individuals (Doherty & Horsted, 1995; Thessen, 2004; Wilson, Larson & Stone cited in Holm & Hovland, 1999; Appelbaum & Delaae, 1997). Koper and Richter (2014) suggested that restructuring usually go with job loss, probably because cost reduction is the primary goal of restructuring measures. Stress, work pressure and demand diversity/increase in requirements and more so in restructured organizations. The more changes take place, the greater the increase of stress work pressure and demands. Staff that remain in an organization after organizational downsizing and restructuring has occurred (i.e. survivors) may find however that these dimensions of commitment to customers are altered, particularly the level of commitment they feel towards their organization and the actual focus of their commitment (Morrow, 1983) (cited by Thessen, 2004). Pinnington and Edwards (2000) added that employees may withdraw physically or psychologically by distancing themselves from the circumstances by absenting themselves, poor participation or by rationalization whereby they fabricate stories to justify their actions that require explanations, subsequently avoiding or altering the truth. Broker (1988) also noted that the longer term implications of Restructuring are lowered morale and less commitment to the organization.

However Bews and Tina (2002) outcomes from their research indicated that all employees do not consider downsizing to be negative and this supports Mishra and spreitzer's (1998) argument that not all survivors of retrenchment will necessarily react negatively to these changes. Mishra and spreitzer's (1998) argue that some survivors

seem to regard such changes as an opportunity for growth while others may be quite neutral towards the restructuring, depending on how they believe that the organizational changes will affect them.

According to Armstrong (2006), recruitment practices constitute advertising and sourcing, selection process, job description, transfers, placement and promotions. Chandan (2009) adds that a recruitment process is supposed to attract qualified personnel, matching them with specific and suitable jobs and assigning them to these jobs. Once this is attained, chances are high that the overall customer satisfaction will rise.

Bach and Ssison (2002) suggested that a streamlined recruitment practice is of paramount importance in a bid to attract high quality individuals to an organization who can respond effectively to the rapid changing global environment. During acquisition and merger, service organizations should put much focus on aligning systems and structures to the organizational priorities in order to achieve customer satisfaction. Biswanath (2002) cautions that accurately planned and systematic advertising are necessary to take into account those high caliber personnel that are essential to have but hard to find.

#### **2.4 Task shifting and Customer Satisfaction**

For quite some time, task shifting defined as a process of delegation of tasks to appropriate less specialized workers has been used informally in the health field. In 2008, the World Health Organization (WHO) released guidelines for formalizing task shifting of HIV services through modifying health worker scopes of practice (WHO 2008; Lehmann et al. 2009; Callaghan et al. 2010). Countries adopting task shifting as a formal

policy were able to scale-up ART rapidly. Task shifting effect on health outcomes has been well studied.

Decenzo and Robbins (2002) defined a task as a distinct work/activity carried out for a distinct purpose. Robbins (2003) and Cole (2000) believe that a job description is a summary of a job analysis. Monica (1994) defines a job description as a statement, which spells out a job incumbent's duties and responsibilities. Some employers may be daunted by the perception of a lengthy and complicated process of conducting job description. According to Loy (2008), a job description typically consists of six major components; essential job functions, knowledge and critical skills, physical demands, environmental factors, other federal laws such as the Occupational Safety Health Act and any explanatory information that may be necessary to clarify job duties or responsibilities.

Van Damme et al (2008) suggested that scaling up Anti-Retroviral Therapy treatment (ART) to socially meaningful levels in low-income countries with high AIDS burden is constrained due to the continuous increase in the number of people to be maintained on ART and the heavy work load that accompanies such activities. He advocates for the distribution of tasks to Human Potential pool that is as wide as possible and inclusive of patients and possible communities. Van Damme et al (2008) was supported by Midha the president of the International Pharmaceutical Federation, cited by the WHO Professional statement (2008) who added that our hope is not to have a fragmented and disjointed system but to have a holistic system which deals with acute shortages as well as long term care and wellbeing of patients.

According to a survey of 22,000 employees (Heron as cited by Koper & Richter 2014), during a merger, workers feared job insecurity and layoffs as well as work overload or under load, uncertainty about their future prospects or career stagnation, poor communication and information, little or no control in terms of rate of change, lack of support and deterioration of the corporate culture as well as lack of recognition. These fears lead uncertainty and resistance, which can bring about incalculable transmission costs (Weiss & Udris, 2001).

In 2006, the World Health Organization proposed ‘task shifting’ as a core idea in AIDS and health work force plan’(WHO 2006) and the massive training of community based workers was identified as a quick win for achieving the millennium Development goals (UN Millennium Project cited in Schneider et al; 2008). TASO Annual Report (2014) states that the community models (FDDPs & CDDPs) were created to reduce the work load among the staff but to increase client retention in care and their overall satisfaction.

In TASO, task shifting was applied to all staff, at all levels and departments. The roles of field officers were merged with those for counselor, centre managers with human resource officers and accounts with operations. Such levels of task shifting at TASO calls for strategies to ensure that clients attain their satisfaction as required.

Joint Health Professional statement (2008) indicate that concerns of health professions, that task shifting and adding new cadres of workers may result in fragmented and in efficient services. There is a need for adequate planning and monitoring to avoid the danger of generating a fragmented and disjointed system that fails to meet the total health needs of patients (Joint Health Professional statement, 2008). When task shifting occurs

in response to specific Health issues, such as HIV, a regular assessment and monitoring should be conducted and if such a strategy is long term, there should be sustainability. All TASO Staff have job descriptions, however some of these were reviewed during and others after the restructuring exercise, one wonders whether, such is not the reason as why clients (customers) are complaining about service delivery. The research is to therefore investigate whether during the implementation of restructuring; the customer who is the client of TASO was put into considerations.

Pinnington and Edwards (2003), related incentive to customer satisfaction, they believe that when employees are de-motivated and dissatisfied, they are less likely to provide satisfactory service for customers. Greenberg and Baron (2003) noted that the more people find that they are able to fulfill their interests while on job, the more they are likely to be motivated to work. To motivate employees, the working conditions have to be improved, replacing old equipments, furniture and allocation of other resources (Sutherland & Canwell, 2002).

Ssonko (2007) remarked that for any institution to operate effectively, it has to have enough people with the right technical profile, experience and training to carry out the required duties/tasks. Armstrong and Robbins (2002) add that job evaluation should consider and measure the in-puts (skills, knowledge, efforts etc) required by employees for minimum performance. However, Gennard and Judge (1998) acknowledges that in the case of job grading, tasks added to employees have to be appropriately remunerated and where this is not the case, employees shall be aggrieved and customers satisfaction becomes a nightmare. TASO carried out the 2014 restructuring exercise, during which

some staff were retrenched, roles were merged and some staff deployed, it's not clear though, the impact this had on customers (clients) satisfaction.

## **2.5 Employee Deployment and Customer Satisfaction**

According to Daniel and Robert (2001), employee deployment is a relocation of an employee to the same class in a different department or job site or to a related classification within the same salary range. An employee may request voluntary transfer or be administratively assigned from his/her position to another position in a related class. At early stages of implementing employee deployments, organizations should think of ways to develop a new team skill, problem solving, waste elimination and process analysis skills, empowerment to make decisions as well as the ability to run and closes out (Abdul, 2013).

A study done by Jean, Mael and Eric (2013) indicated that as decisions are made elsewhere, what can be negotiated in cases of restructuring relates mainly to the content of planned redundancy schemes that define compensation granted to possibilities to reallocate some workers to other workstations. Larger organizational changes can introduce changes in employees' working environments, which might cause stress and a decrease in employees' well- being (Dant, et al, 1998; Parasuraman et al, 1985).

According to the Employee Relocation Council (1993), it was discovered that 65% employees of the companies surveyed, rejected geographical movements. Surviving managers find themselves working in new and less friendly environment, stretching thin and managing more people and jobs, working longer hours, which have an effect on their motivation (Greenberg, 1990). Kotler (2003), however, argued that employees' behaviors

depend on their attitudes towards their work and the organizations they work for and their sense of well-being at work (Kotler, 2003). It should be noted that some studies have been done about employee deployment and its effects to customer satisfaction, it is worth noting that the studies do not present a detailed picture of a direct effect of deployment has on customer satisfaction.

## **2.6 Summary of the Literature Review**

In this chapter, the researcher related staffing levels; task shifting and employee deployment to customer satisfaction, which was measured in terms of expectations of service quality, experiences of service quality and perception of service quality. In summary, it was noted that restructuring has been successful in institutions that have carried it out and it is vital to note that there are still openings in the structures or systems that require attention. Such gaps include restructuring and overall customer contentment level, customer satisfaction in donor funded organizations, and the effect of various dimensions of restructuring on customer satisfaction in service organization.

The literature also provides sound evidence that organizations that have the most success in attaining and maintaining customer satisfaction following restructuring tend to be those that plan well in advance, communicate openly and regularly with all customers throughout the entire process, respect the rights of staff, clearly align and articulate the company's values and strategic objectives.

During the review, it was discovered that there was scanty or limited scholarly research on restructuring in relation to customer satisfaction in Uganda and yet it is being utilized by various organizations to achieve their goals. The review was also expanded to other

African countries and findings indicated that all implementations are challenged in the same way thus the need for the study.



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the methodology that was used in the study. The presentation includes the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods, data collection instruments, pre-testing research instruments (validity and reliability) and data analysis.

#### **3.2 Research Design**

This study adopted a cross-sectional study design where both quantitative and qualitative approaches for data collection and analysis were used. The cross-sectional study design was chosen for this study because it enabled the study to collect data about restructuring and customer satisfaction from a large group of respondents without the need to follow up the same respondents to ensure accuracy of the collect data as explained by Amin (2005). The quantitative approach was used in this study to help in collecting data that was quantified and statistically analyzed while the qualitative approach was used to help collecting text data was presented in narrative format for in-depth explanation of the issues investigated (Mugenda & Mugenda, 1999). Combining numerical and textual information helped to address the shortcoming of each of the approached and helped the researcher enrich the interpretation of findings of the study.

#### **3.3 Study Population**

The target population for the study was confined to TASO Jinja staff and the clients receiving services from TASO Jinja Centre. Basing on the TASO Human Resource data base of June, 2016, TASO Jinja Centre had a total of 34 full-time staff under five

departments, Medical has (12), Counseling (11), Advocacy (1), Operations (1), Monitoring and evaluation (3), Finance and Administration (6). According to TASO Monitoring and Evaluation data as of June 2016, TASO Jinja had 7286 clients, whereby 6120 were community based and 1166 were facility based. Thus, 7286 potential respondents and study population of 4513 for the research.

### 3.4 Determination of the Sample Size

A total of 363 clients and 32 staff respondents were selected for the study and this was determined using Krejcie and Morgan (1970) table.

Sample size Formula:

$$S = \frac{X^2NP(1-P)}{D^2(N-1) + X^2P(1-P)}$$

Where;

S= required sample size

X=Z Value (e.g. 1.96% Confidence level)

N= Population size

P= Population Proportion (expressed as decimal) (assumed to be 0.5 (50%))

D= degree of accuracy (5%) expressed as proportion (.05) it is a Margin of error

$$S = \frac{(1.96)^2 \times 6615 \times 0.5 \times 0.5}{(0.05)^2 (6615-1) + (1.96)^2}$$

$$\frac{6353.046}{16.535 + 0.9604}$$

$$S = \frac{6353.046}{17.4954} = 363$$

The different Strata in TASO are shown in Table 1 and these were the different departments and clients (who included community and facility based clients). Table 1 summarizes the population, sample size and sampling strategy used in this study.

**Table 1: Sample size and selection**

Categories	Population	Sample size	Percentage	Sample strategy
Staff	29	28		Systematic Random Sampling
TASO Jinja management	6	4		
Facility arm	2102	116	32%	Multi stage sampling approach
Community arm	4513	247	68%	
<b>Total</b>	6650	395		

**Source:** Adopted from TASO Human Resource Data base 2016 & TASO Client data base 2016 and guided by Krejcie and Morgan (1970) as well as Taro Yamane's formula for sampling.

### 3.5 Sampling Technique and Procedures

A stratified random sampling technique was adopted to enable the researcher divide the study population into strata/subgroups (Frink 1995:70). According to Mugenda and Mugenda (1999), stratified random sampling is based on particular predetermined characteristics to every sub-group in the total sample size of respondents. This provided the researcher with opportunities to access the diverse views that each sub group holds in view of the study topic. Patton (1996) adds that this technique facilitates comparison and in-depth understanding of the issues that may not be apparently obvious.

In this study, a list of clients under TASO Jinja care was generated from the Centre system specifying the two strata; facility and community arm. For the facility arm clients, a systematic random sampling technique was used to identify participants. Files for those picked were retrieved to get the clients contacts and research assistants gave them an overview about the research. Clustering was done for the community strata (arm) depending on districts where such Clients Drug Distribution Points (CDDP) are found.

One district was selected randomly and clients in the CDDPS in that District were selected by use of systematic random sampling. The counselors in charge of these CDDPS were used to contact these clients.

The study included adult clients above the age of 19 years, TASO registered clients from the year 2014 and backwards. It excluded children and adolescents below the age of 19 years and clients that were registered clients from 2014 and above.

The systematic random sampling method was used to select staff of TASO Jinja centre. Simple random sampling was used to give an equal chance of staff to be selected. The same method of sampling was used to select a manager and management members because they were expected to have more knowledge about the restructuring issues in the organization.

### **3.6 Data collection Methods**

This study used two types of data collection methods. These included questionnaire survey and face-to-face interview. The following sub sections explain each of these methods.

#### **3.6.1 Questionnaire survey**

A questionnaire survey is a research method where information is collected from respondents using standardized questionnaires (Amin, 2005). In this study, the respondents who participated in the questionnaire survey included the clients and staff of TASO Jinja Centre from information was collected in a systematic way. Questionnaire

survey were used for these categories of respondents to save on time because their number was big to interview.

### **3.6.2 Face-to-face interview**

Face-to-face interviews were used to collect data from the Centre Manager, TASO Jinja Management members because interviews helped the researcher to establish rapport with these categories of respondents who were thought to have knowledge of issues pertaining restructuring and customer satisfaction given the position of responsibilities they held and therefore helped to gain their cooperation. Interviews also allowed clarifying about ambiguous responses and obtaining in-depth information through probing given that semi structured-interviews were designed to collect data for the managers. Open-ended questions were used so that other valuable questions emerged from the dialogue between interviewer and interviewee which in line with DiCicco-Bloom and Crabtree (2006). In this study, the face-to-face interview helped in extensively probing the responses of the managers to the questions presented to them to obtain a deeper explanation of the issue at hand.

## **3.7 Data collection instruments**

This study used two types of data collection instruments. These included questionnaires and interview guides. The following sub sections explain the instruments used.

### **3.7.1 Questionnaires**

A questionnaire is an instrument consisting of a series of written questions or a set of written questions and other prompts designed with the purpose of collecting information from a sample of respondents (Megenda & Mugenda, 1999). This study used closed-

ended or closed-question the questions were accompanied with a suitable list of responses to collect data that can be quantified and statistically analyzed. Self-administered questionnaires (SAQs) were used to collect quantitative data from the staff and clients because they filled in the responses on their own as Mugenda and Mugenda (1995) suggested. The questionnaire helped to save on time because the number of the staff and clients was big to interview.

### **3.7.2 Interview guides**

An interview guide is a research instrument with open-ended structured or semi-structured questions used to collect information from a sample of respondents (Amin, 2005). Open-ended structured interview guides were used to collect in-depth qualitative data through probing from the Centre Manager and Heads of Department given that they held positions of responsibilities that gave them the opportunity to be more knowledgeable about issues affecting the organization including restructuring and customer satisfaction. Data obtained during the interview supplemented that obtained through the questionnaire.

## **3.8 Validity and Reliability of Instruments**

### **3.8.1 Validity**

Validity refers to the extent to which an instrument helps the research to collect the right information about issues being investigated and is conducted prior to the administration of the research instruments (Amin, 2005). Thus, validity of the research instruments was established in this study to ensure that information collected was actually about restructuring and customer satisfaction but not any other issue. To achieve this, the research instruments were given to supervisors to review the questions and determine

whether they able to get the required information by commenting on the relevancy, difficult, ambiguity and content of the questions. This helped to establish the content and construct validity of the research instruments. A Content Validity Index (CVI) for the questionnaire was calculated using the following formula.

$$\text{Content validity Index (CVI)} = \frac{\text{Relevant items by all judges as suitable}}{\text{Total number of items judged.}}$$

<b>Raters</b>	<b>Relevant</b>	<b>Not relevant</b>	<b>Total</b>	<b>Relevant</b>	<b>Not relevant</b>	<b>Total</b>
Rater 1	24	6	30	3	1	4
Rater 2	20	10	30	3	1	4
<b>Total</b>	<b>44</b>	<b>16</b>	<b>60</b>	<b>6</b>	<b>2</b>	<b>8</b>

CVI for staff's questionnaire =  $44/60 \approx .733$

CVI for clients' questionnaire =  $6/8 \approx .75$

The questionnaires were valid because the CVIs were above the recommended .70 (Amin, 2005).

### 3.8.2 Reliability

Reliability of the questionnaire instrument which is about the extent to which a research instrument helps the research to collect information that is consistent with the majority or all respondents who participated in the study was assessed using Cronbach's coefficient alpha. The questionnaires were pre-tested to 20 respondents before final information was collected from the respondents, the collected information was entered to the SPSS package, and the Cronbach's coefficient alpha was computed using the following formula.

$$\alpha = \frac{k}{k-1} \left( 1 - \frac{\sum SD_i^2}{\sum SD_t^2} \right)$$

Where  $\alpha$  = coefficient alpha

$\sum SDi^2$  = sum variance of items

$\sum SDt^2$  = sum variance of scale

Findings are presented in the following table.

**Table 2: Reliability for the questionnaire**

<b>Variables</b>	<b>Staff</b>		<b>Clients</b>	
Staffing levels	.811	8		
Task shifting	.737	7		
Employee deployment	.819	11		
Customer satisfaction	.861	4	.820	4

The questionnaire was considered suitable for data collection coefficients given that the alpha coefficients of the variables were above the recommended .70 (Amin, 2005).

### **3.9 Procedure of Data Collection**

An introductory letter was obtained from UMI to TASO (U) Ltd requesting permission to carry out my research. This helped to interview top management and staffs using guide and questionnaires. There were sensitization of TASO Jinja management and staff about the study. The research sought consent from each participant to participate in the study, there after the consented respondents were guided through the questioner or the interview guide appropriately. The data abstraction check list was used to collect data from client exit interviews, reports and policy documents. The research questionnaires were pre-tested to estimate the length of time needed to complete and to evaluate presence of potential difficulties in understanding potential questions. A convenience group of staff from TASO Mulago was used for this purpose. The questionnaire pre-test was used to modify wording and formatting depending on the recommendation for questionnaire modification. Once the research was approved by UMI Research Committee, data



collection started. The questionnaire was done in English Language and Luganda Language.

### **3.10 Data Analysis**

#### **3.10.1 Quantitative data analysis**

Quantitative data was coded and then entered in the Statistical Package for Social Scientists (SPSS) for analysis. Descriptive statistics which included frequencies and percentages were used in uni-variant analysis (that is analysis of one variable) to determine the distribution of respondents on personal information and on the questions under each of the variables. Inferential statistics, which included correlation, coefficient of determination and regression, were used in bi-variant and multi-variant analysis where more than one variable was involved in analysis. Spearman rank order correlation was used to test the hypothesis given that the scales used in the questionnaire were ordinal (Sekaran, 2003). The correlation coefficient (*rho*) was used to determine the strength of the relationship between the variables because the Likert scale (that is strongly disagree, disagree, not sure, agree and strongly agree) that accompanied the questionnaire was ordinal. It is recommended that with an ordinal scale, Spearman rank order correlation is suitable for determining relationships because it does not involve means and standard deviations, which are meaningless with ordinal data. The coefficient of determination was used to determine the effect of one variable on another variable given that the correlation coefficient merely determines relationship. The sign of the correlation coefficient (+ or -) was used to determine the nature of relationship. The significance of the correlation coefficient (*p*) was used to determine the confidence in the findings. The regression coefficient (*R*) determined the linear relationship between variables. This was then

squared and adjusted to determine how much variance is in the dependent variable was caused by the dimensions of the independent variables as per hypothesis.

### **3.10.2 Qualitative data analysis**

This involved content analysis, which was used to edit qualitative data and reorganize it into meaningful shorter sentences. A thematic approach was used to analyze qualitative data where themes, categories and patterns were identified. The recurrent themes, which emerged in relation to each guiding question from the interviews were presented in the results with selected direct quotations from participants presented as illustrations.

### **3.11 Measurement of variables**

The questionnaire was accompanied with an ordinal measurement, which categorized and ranked the variables. Thus, a Likert scale was used to collect opinion data on the study variables using the five scales: 5 = strongly agree; 4 = agree; 3 = undecided; 2 = disagree; 1 = strongly disagree.

### **3.12 Ethical Considerations**

The research proposal was presented to UMI School of Business and Management-Research Committee for approval. Then the authorities granted clearance, permission and an introductory letter to TASO (U) LTD, which enabled the researcher as an investigator to have access to collection of data and perform data collection and access to any relevant information and records. The researcher requested for oral consent to all participants. Integrity was kept throughout by justifying any source information from other researchers' works. Confidentiality of respondents was adhered to during and after this research was conducted.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

#### 4.1 Introduction

This chapter presents, analyzes and interprets the results obtained from field. The chapter is divided in five sections. The first section presents results about the response rate. The second section presents results on respondents' background information. The third section presents results on staffing levels and customer satisfaction. The fourth section presents results on task-shifting and customer satisfaction. The fifth section presents results on employee deployment and customer satisfaction.

#### 4.2 Response Rate

Response rate refers to the ratio of respondents that actually participated in the study to the number of respondents in the targeted sample. The rate is important in determining the quality of information obtained from the field. Usually the rate is expressed in the form of a percentage. If the actual number of respondents that participated in the study is too low, the quality of data will be low because the information from these respondents will not be representative of the population from which the sample was drawn. In this study, the sample was 395 respondents but the study managed to get 316 respondents. The break down is shown in table 3.

**Table 3: Response rate**

<b>Respondents</b>	<b>Sampled size</b>	<b>Responses received</b>	<b>Percentage %</b>
Staff	28	28	100
TASO Jinja management	4	4	100
Facility arm	116	83	72
Community arm	247	201	81
Total	395	316	80

**Source:** Data from field

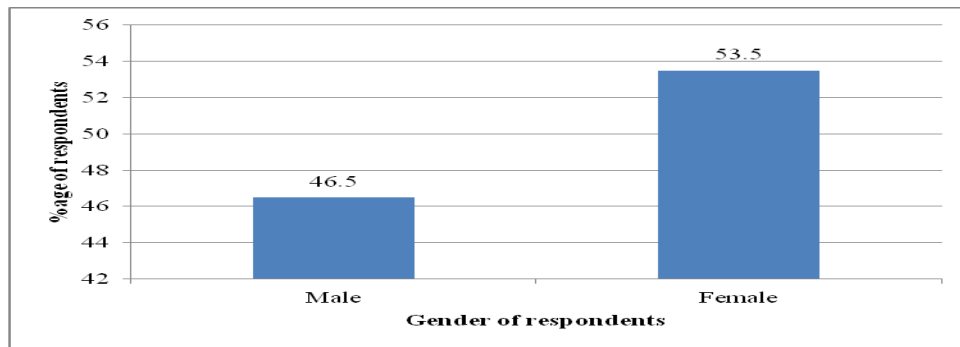
Thus, the response rates were above the recommended two-thirds (67%) response rate (Amin, 2005; Mugenda & Mugenda, 1999). According to Amin (2005) and Mugenda and Mugenda (1999), a 33% non-response is acceptable. According to Mundy (2002), a study of a general population, which aims to describe knowledge or behaviors, a 60% response rate, might be acceptable, although 70% would be preferable. Thus, a 20% non-response rate in this study was considered acceptable given that it falls within the recommended response rates because it gives a response rate of 80%, which is above 67% by Amin (2005) and Mugenda and Mugenda (1999), above 60% and 70% by Mundy (2002). Therefore, the results were considered representative of what would have been obtained from the population.

### **4.3 Respondents' Background**

Respondents were asked about their gender, age, highest education, and years associated with TASO. Findings are presented in the following sub sections:

#### **4.3.1 Respondents' gender**

The gender of respondents has been shown by various research studies to have a huge effect on their way of thinking, thus majorly affecting survey results (Guest, 2012). The reason in this study of asking respondents their gender is to ensure male and female were equally involved as respondents. Male and female respondents sometimes have different opinions, which are important to capture in the sample. Hence, respondents were asked about their gender. Findings are presented in Figure 2.



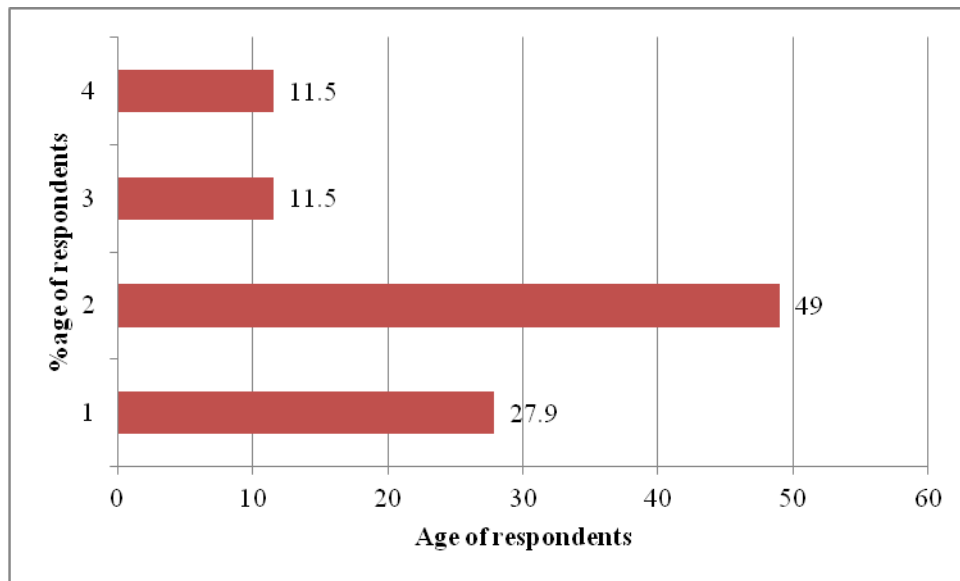
**Figure 2: Distribution of respondents by gender**

**Source:** Data from field

Findings show that more female respondents (53.5%) participated in the study compared to the proportion of male respondents. This is attributed to the fact that the proportion of females associated with TASO activities is higher than that of males. Thus, the implication of these findings is that information about staffing levels, task-shifting, employee deployment and customer satisfaction using the sample was not gender biased.

#### **4.3.2 Age of respondents**

Another common question among surveys is age. Age is an important study variable in research studies. The reason why respondents are asked about their age is because various research studies have shown that opinions differ between different age groups when asked about something (Gibb, 2011). Thus, respondents were asked about their age. Findings are presented in Figure 3.



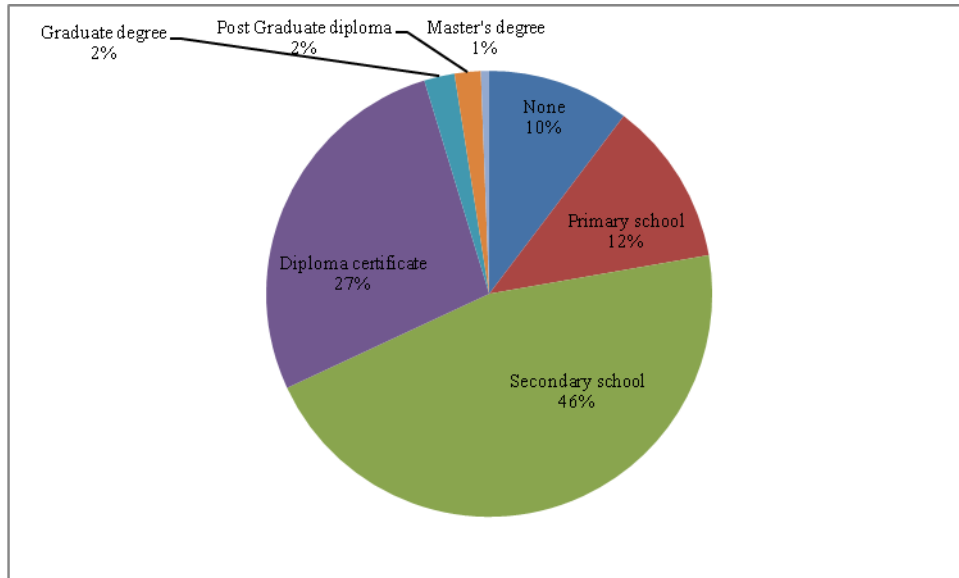
**Figure 3: Distribution of respondents by age**

Source: Data from field

Findings show that most respondents (over 70%) who participated in the study were aged 20-39 years. Thus, the implication of these findings is that information about staffing levels, task-shifting, employee deployment and customer satisfaction was obtained from mainly respondents who were of age and that the information given here in was from mature and experienced persons and was valid.

### 4.3.3 Respondents' level of education

Education is another demographic characteristic of interest to researchers because it can affect the way respondents answer a particular question of interest given that it affects person's attitudes, perceptions and understanding of a social phenomena (Konrad & Hartmann, 2012). Hence, respondents were asked about their education. Findings are presented in Figure 4.



**Figure 4: Distribution of respondents by education**

Source: Data from field

Findings show that most respondents (77.8%) who participated in the study had at least a secondary level of education. Thus, the implication of these findings is that the most respondents were able to respond to the questions about staffing levels, task-shifting, employee deployment and customer satisfaction. Thus, information obtained from the respondents was considered reliable.

#### 4.3.4 Respondents years associated with TASO

Length of period of respondents with an organization has a bearing on the way they respond to certain issues that happen in an organization. The longer a person associates with an organization can help that person develop a deeper understanding of what occurs in the organization (Edgar & Geare, 2014). Studies suggest that increased length of period in an organization is positively related to respondents' knowledge about what takes place within an organization (Konrad & Hartmann, 2012). Thus, respondents were asked about their length of service with the TASO. Findings are presented in Table 4.

**Table 4: Distribution of respondents by years associated with TASO**

Designation	Frequency	Percent
Less than 1 year	31	9.9
1-2 years	23	7.4
3-5 years	104	33.3
5-10 years	67	21.5
Above 10 years	87	27.9
Total	312	100.0

**Source:** Data from field

Findings show that all respondents (80.1%) who participated in the study had been with TASO for at least three years. It is argued in this study that if most of the respondents were familiar with the issues related to staffing levels, task-shifting, employee deployment and customer satisfaction. Therefore, the respondents provided reliable information.

#### 4.4 Descriptive results about Customer Satisfaction

Respondents responded to four items about customer satisfaction by indicating their agreement using a five-point Likert scale as shown in Table 5. The analysis and interpretation follows the presentation of findings.

**Table 5: Findings about customer satisfaction**

Items about customer satisfaction	SD	D	NS	A	SA	Total
1. Clients are happy with TASO's responsiveness	36 (12%)	131 (41%)	18 (6%)	36 (12%)	91 (29%)	312 (100%)
2. Clients rate highly TASO's professionalism	60 (19%)	120 (38%)	34 (11%)	71 (23%)	27 (9%)	312 (100%)
3. Clients are happy with TASO's service quality	39 (13%)	115 (36%)	9 (3%)	80 (26%)	69 (22%)	312 (100%)
4. Clients are happy with TASO's commitment to their needs and expectations	33 (11%)	168 (53%)	27 (9%)	48 (15%)	36 (12%)	312 (100%)

**Source:** Data from field

**Key:** SD = Strongly agree, D = Disagree, NS = Not sure, A = Agree, SA = Strongly agree

Findings show that most respondents who responded negatively to all the four items about customer satisfaction compared those who responded positively and were not sure. The percentages that responded negatively ranged from 49% to 64% while the



percentages that was not sure ranged from 3% to 11% and the percentages of that responded positively ranged from 27% to 48%. Thus, findings show that most of the respondents were of the view that clients were unhappy with TASO's responsiveness, clients did not rate highly TASO's professionalism, clients were unhappy with TASO's service quality and clients were unhappy with TASO's commitment to their needs and expectations.

#### **4.5 Staffing Levels and Customer Satisfaction**

In statistics, it is advised that before presenting inferential statistics, descriptive statistics should be presented to determine respondents' views on each of the variables separately. Descriptive statistics form the basis of virtually every quantitative analysis of data (Plonsky, 2007). They describe what the data shows each of the variables separately. Therefore, before determining the effect of staff levels on customer satisfaction, descriptive statistics for each of the variables are presented. The descriptive statistics used in this study are frequencies and percentages because the scale that accompanied the questionnaire was ordinal. This approach was adopted for every objective.

##### **4.5.1 Descriptive results about staffing levels**

Respondents responded to eight items about staffing levels by indicating their agreement using a five-point Likert scale as shown in Table 6. The items are presented in the first column and the proportion of respondents to the responses on each of the items is presented in form of frequencies and percentages in columns 2 to 6. The last column presents the total percentage of respondents on each of the items. The analysis and interpretation follows the presentation of findings.

**Table 6: Findings about staffing levels**

<b>Items about downsizing</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>Total</b>
1. Before downsizing, all jobs were graded and awarded correctly	1 (4%)	11 (39%)	2 (7%)	11 (39%)	3 (11%)	28 (100%)
2. Clients complain about reduction in number of staff	5 (18%)	4 (14%)	0 (0%)	15 (54%)	4 (14%)	28 (100%)
3. Clients wait longer due to the fewer numbers of staff at TASO	3 (11%)	8 (29%)	0 (0%)	11 (39%)	6 (21%)	28 (100%)
4. Complaints from clients are largely attributed to reduced number of staff in TASO.	4 (14%)	9 (32%)	0 (0%)	7 (25%)	8 (29%)	28 (100%)
5. Reduction in the number of staff has a negative impact on customer satisfaction	1 (4%)	6 (21%)	3 (11%)	10 (35%)	8 (29%)	28 (100%)
<b>Items about recruitment</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>Total</b>
6. Clients find it easy to disclose their health and personal related information to the new staff.	2 (7%)	14 (50%)	3 (11%)	3 (11%)	6 (21%)	28 (100%)
7. Client retention levels have increased because the right people are recruited for the right jobs.	5 (18%)	12 (42%)	1 (4%)	8 (29%)	2 (7%)	28 (100%)
8. All job vacancies are filled with the right people at the right time	4 (14%)	12 (43%)	2 (7%)	5 (18%)	5 (18%)	28 (100%)

**Source:** Data from field

**Key:** SD = Strongly agree, D = Disagree, NS = Not sure, A = Agree, SA = Strongly agree

According to APA, one has to look carefully at the results during analysis by taking a good hard look at all those numbers in the table, then think of different ways to summarize them (describe), as well as to make sense of them (analyze). Therefore, in this study, the analysis involved combining respondents who strongly disagreed and those who disagreed into one category who “who responded negatively” to the items and in addition, combining respondents who strongly agreed and those who agreed into another category who “who responded positively” with the items. Thus, three categories of respondents were compared, which included “Respondents who responded negatively to the items”, “Respondents were not sure about the items” and “Respondents who responded positively to the items”. Interpretation was then drawn from the comparisons of the three categories as shown in the following paragraph.

### **Downsizing**

Fewer respondents responded positively to all items about downsizing (that is items 1 to 5) compared those who responded positively and were not sure. The percentages that responded negatively ranged from 25% to 46% while the percentages that were not sure

ranged from 0% to 11% and the percentages that responded positively ranged from 50% to 68%. Thus, findings show that most of the respondents were of the view that before downsizing, all jobs were graded and awarded correctly, clients complained about reduction in number of staff, clients waited longer due to the fewer numbers of staff at TASO, complaints from clients were largely attributed to reduced number of staff in TASO and reduction in the number of staff has a negative impact on customer satisfaction.

### **Recruitment**

Most respondents responded negatively to three items about recruitment (that is items 7 to 9) compared to those who responded positively and were not sure. The percentages that responded negatively ranged from 57% to 60% while the percentages that were not sure ranged from 4% to 11% and the percentages that responded positively ranged from 32% to 36%. Thus, findings show that most of the respondents were of the view that clients find it difficult to disclose their health and personal related information to the new staff, client retention levels decreased because the right people were not recruited for the right jobs and not all job vacancies were filled with the right people at the right time.

### **Interview findings**

Interview findings shade more light on staffing levels. For example, the Key Informants revealed the following:

*Staffing levels at TASO is still quite low and this negatively impacts the overall quality of healthcare service delivery. Inadequate staffing makes it difficult for the TASO to effectively achieve its objectives. It affects the quality of HIV/AIDs service delivery (Interview with Key Informant X, 6<sup>th</sup> August 2017).*

*The rate at which the vacancies are being filled does not match the current requirements at TASO clinics and outreach centers. Due to staffing gaps, TASO has not managed to reach out to some of the patients especially those who are far*

*away its clinics and outreach centers (Interview with Key Informant Y, 9<sup>th</sup> August 2017).*

*This depends on our numbers or changes in the day's program, not because of the staff work. At times, clients come many and such big numbers fail to much staffing levels. However, on such days, clients are prepared or talked to in advance especially during health talks.*

The findings show that TASO's staffing levels are low. From the interviews, the findings suggest that the problem arises due poor recruitment and the number of clients served on a particular day. When staffing levels are low, existing health workers are more likely overwhelmed with workload and thus may not be in position to provide quality care to patients leading to a decrease in patients' satisfaction with the services provided at TASO.

Thus, after establishing respondents' views on each of the variables under the first objective, the next step was to use inferential statistics to test the first hypothesis whether staffing levels affected customer satisfaction. Findings are presented in section 4.2.3.

#### **4.5.2 Testing first hypothesis**

The first hypothesis stated, "*Staffing levels significantly affects customer satisfaction*". Spearman rank order correlation coefficient (*rho*) was used to determine the strength of the relationship between staffing levels and the customer satisfaction. The coefficient of determination was used to determine the effect of staffing levels on the customer satisfaction. The significance of the coefficient (*p*) was used to test the hypothesis by comparing *p* to the critical significance level at (0.05). This procedure was applied in testing the other hypotheses and thus, a length introduction is not repeated in the subsequent section of hypothesis testing. Table 7 presents the test results for the first hypothesis.

**Table 7: Correlation between staffing levels and customer satisfaction**

	Staffing levels
Customer satisfaction	$rho = .794$ $rho^2 = .630$ $p = .000$ $n = 28$

Source: Data from field

Findings show that there was a positive strong correlation ( $rho = .794$ ) between staffing levels and customer satisfaction. Since the correlation does imply causal-effect as stated in the first objective, the coefficient of determination, which is a square of the correlation coefficient ( $rho^2 = .630$ ), was computed and expressed as a percentage to determine the variance in customer satisfaction due to staffing levels. Thus, findings show that staffing levels accounted for 63.0% variance in customer satisfaction. These findings were subjected to a test of significance ( $p$ ) and it is shown that the significance of the correlation ( $p = .000$ ) is less than the recommended critical significance at .05. Thus, the effect was significant. Because of this, hypothesis “*Staffing levels significantly affects customer satisfaction*” was accepted.

The implication of these findings is that the strong correlation implied that a change in staffing levels was related to a big change in customer satisfaction. The positive nature of the correlation implied that the change in staffing levels and customer satisfaction was in the same direction whereby higher staffing levels was related to more customer satisfaction and lower staffing levels was related to lower customer satisfaction.

A further analysis was conducted using a regression to determine the effect of the dimensions of staffing levels (downsizing and recruitment) on customer satisfaction. Findings are presented in Table 8, accompanied with an analysis and interpretation.

**Table 8: Effect of dimensions of staffing levels on customer satisfaction**

<i>Regression Statistics</i>					
Multiple R			.933		
R Square			.870		
Adjusted R Square			.860		
Standard Error		1.080			
Observations		28			

<i>ANOVA</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Sig F</i>
Regression	2	195.8	97.9	83.9	.000
Residual	25	29.2	1.2		
Total	27	225			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>Beta</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	-1.01	1.21		-.83	.412
Downsizing	-.17	.07	-.185	-2.36	.027
Recruitment	1.15	.11	.843	10.73	.000

**Source:** Data from field

The findings in Table 8 show a very strong linear relationship (Multiple R = .933) between the combination of dimensions of staffing levels (downsizing and recruitment) and customer satisfaction. The adjusted R Square shows that the combined dimensions of staffing levels (downsizing and recruitment) account for 86.0% variance in customer satisfaction. These findings were subjected to an ANOVA test, which showed that the significance (Sig F = .000) of the Fishers ratio (F = 83.9) was less than the critical significance at .05. Hence, the findings were accepted.

The coefficients findings show that both downsizing and recruitment singularly had a significant effect on customer satisfaction because the significant p-values (p = .027 and p = .000) were less than the critical significance at .05. However, recruitment more affected customer satisfaction given that it had a higher t-value (t-value = 10.73) compared to that of downsizing (t-value = 2.36). The sign of the coefficients show how downsizing and recruitment affect customer satisfaction. The negative sign shows that more downsizing contributes to less customer satisfaction while less downsizing contributes to more customer satisfaction. On the other hand, the positive sign shows that better recruitment

contributes to more customer satisfaction while poor recruitment contributes to less customer satisfaction.

#### 4.6 Task-Shifting and Customer Satisfaction

The descriptive results, which include frequencies and percentages about task-shifting, were presented, analyzed and interpreted before testing the second hypothesis. Findings are presented in the following subsection.

##### 4.6.1 Descriptive results about task-shifting

Respondents responded to seven items about task-shifting by indicating their agreement using a five-point Likert scale as shown in Table 9. The analysis and interpretation follows the presentation of findings.

**Table 9: Findings about task-shifting**

<b>Items about duties/job description</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>Total</b>
1. Employees are not over loaded with work because time spent per activity was considered during review of the job descriptions	0 (0%)	14 (50%)	2 (7%)	9 (32%)	3 (11%)	28 (100%)
2. Employees are empowered to make decisions and this up lifts my creativity and zeal to even perform better.	7 (25%)	9 (32%)	1 (4%)	7 (25%)	4 (14%)	28 (100%)
3. Employees' work is always appraised or evaluated and they are happy with their results	8 (29%)	7 (25%)	0 (0%)	9 (32%)	4 (14%)	28 (100%)
4. Employees' tasks are so routine and simple that they are motivated to serve clients better	4 (14%)	11 (39%)	1 (4%)	4 (14%)	8 (29%)	28 (100%)
<b>Items about competencies</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>Total</b>
5. Most employees are skilled, knowledgeable and have the ability to impress the clients they serve	6 (21%)	13 (47%)	0 (0%)	3 (11%)	6 (21%)	28 (100%)
6. Most employees have the ability to impress the clients they serve	7 (25%)	10 (35%)	0 (0%)	8 (29%)	3 (11%)	28 (100%)
7. Most employees have knowledge of all the duties they are expected to carry out to achieve the purpose of my job.	8 (29%)	13 (46%)	0 (0%)	2 (7%)	5 (18%)	28 (100%)

**Source:** Data from field

**Key:** SD = Strongly agree, D = Disagree, NS = Not sure, A = Agree, SA = Strongly agree

### **Duties/job description**

Most respondents who responded negatively to all the items about duties/job description (that is items 1 to 4) compared to those who responded positively and were not sure. The percentage of respondents that responded negatively ranged from 50% to 57% while the percentages that were not sure ranged from 4% to 7% and the percentages of that responded positively ranged from 39% to 46%. Thus, findings show that most of the respondents were of the view that employees were over loaded with work because time spent per activity was not considered during review of the job descriptions and employees were not empowered to make decisions and this did not uplift their creativity and zeal to even perform better. Furthermore, most of the respondents were of the view that employees' work was rarely appraised or evaluated and they were unhappy with their results and employees' tasks were not so routine and simple that they were not motivated to serve clients better.

### **Competencies**

Most respondents who responded negatively to all the items about competencies (that is items 5 to 7) compared to those who responded positively and were not sure. The percentage of respondents that responded negatively ranged from 60% to 75% while the percentages that were not sure was 0% and the percentages of that responded positively ranged from 25% to 40%. Thus, findings show that most of the respondents were of the view that most employees were not skilled, knowledgeable and have the ability to impress the clients they served, most employees did not have the ability to impress the clients they served and most employees did not have knowledge of all the duties they were expected to carry out to achieve the purpose of my job.



## Interview findings

Interview findings shade some light on how the task shifting. For example, Key Informants revealed the following:

*“When some low cadre health workers are shifted to provide health care to some patients, the latter are not comfortable and dissatisfied because they wanted to be handled by doctors. They feel bad when they learn that the health worker helping them is not a doctor (Interview with Key Informant X, 6<sup>th</sup> August 2017)”*.

*Shortages of human resources for HIV/AIDs health services have hindered service delivery. This has necessitated task-shifting to expand the capacity of the health workforce to address the burden of ART care services. Therefore, health workers travel to various outreach sites to provide services to patients (Interview with Key Informant Y, 9<sup>th</sup> August 2017).*

*HIV care is delivered by TASO through service delivery centers which have two types of task-shifting one the central, minimally task-shifted clinics - TASO-Central (TASO-C) and the other highly task-shifted outreach units - the community-based drug distribution points (TASO-CDDPs). These task shifting have to some extent improved service delivery and this has positively impacted clients’ satisfaction (Interview with Key Informant Z, 9<sup>th</sup> August 2017)”*.

The findings show that more tasks have been decentralized from central healthcare units to regional central healthcare units and even more from doctors to middle level and field healthcare workers. However, the effects task-shifting on client satisfaction as from the interview findings are mixed. In one interview, task shifting has increased in patients’ satisfaction while in another interview patients feel dissatisfied when they receive care from lower level cadre healthcare workers instead of higher level cadre healthcare workers.

After establishing respondents’ views on task-shifting, the next step was to test the second hypothesis using inferential statistics in order to find out whether task-shifting contributed to customer satisfaction. Findings are presented in section 4.3.2.

#### 4.6.2 Testing second hypothesis

The second alternative hypothesis state, “*Task-shifting significantly affects the customer satisfaction*”. Spearman rank order correlation coefficient ( $\rho$ ) was used to test the hypothesis. Table 10 presents the test results.

**Table 10: Correlation between task-shifting and customer satisfaction**

	Task-shifting
Customer satisfaction	$\rho = .772$ $\rho^2 = .596$ $p = .000$ $n = 28$

Source: Data from field

Findings show that there was a strong positive correlation ( $\rho = .772$ ) between task-shifting and customer satisfaction. The coefficient of determination ( $\rho^2 = .596$ ) shows that task-shifting accounted for 59.6% variance in customer satisfaction. These findings were subjected to a test of significance (p) and it is shown that the significance of the correlation ( $p = .000$ ) is less than the recommended critical significance at .05. Thus, the effect was significant. Because of this, the hypothesis “*Task-shifting significantly affects the customer satisfaction*” was accepted.

The implication of the findings was that the strong correlation implied that a change in task-shifting was related to a big change in customer satisfaction. The positive nature of the correlation implied that the change in task-shifting and customer satisfaction was in the same direction whereby better task-shifting was related to more customer satisfaction and poor task-shifting was related to less customer satisfaction.

A further analysis was conducted using a regression to determine the effect of the dimensions of task-shifting duties/job description and competencies) on customer

satisfaction. Findings are presented in Table 11, accompanied with an analysis and interpretation.

**Table 11: Effect of dimensions of task-shifting on customer satisfaction**

<i>Regression Statistics</i>					
Multiple R			.792		
R Square			.627		
Adjusted R Square			.597		
Standard Error			1.832		
Observations			28		

<i>ANOVA</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Sig F</i>
Regression	2	141.1	70.6	21.0	.000
Residual	25	83.9	3.4		
Total	27	225.0			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>Beta</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	3.14	1.39		2.25	.033
Duties/job description	.31	.13	.35	2.38	.025
Competencies	.61	.17	.54	3.69	.001

**Source:** Data from field

Findings in Table 11 show a strong linear relationship (Multiple R = .792) between the combination of dimensions of task-shifting (duties/job description and competencies) and customer satisfaction. Going by the adjusted R Square, it is shown that the combination of dimensions of task-shifting (duties/job description and competencies) account for 59.7% variance in customer satisfaction. These findings were subjected to an ANOVA test, which showed that the significance (Sig F = .000) of the Fishers ratio (F = 21.0) was less than the critical significance at .05. Hence, the findings were accepted.

The coefficients findings show that duties/job description and competencies singularly had a significant effect on customer satisfaction because the significant p-value (p = .025, p = .001) were less than the critical significance at .05. Competencies more affected customer satisfaction given that the significant p-value (t = 3.69) was greater compared to that of duties/job description (t = 2.38). The positive signs of the coefficients show that

better duties/job description contributed to more customer satisfaction while poor duties/job description contributed to less customer satisfaction.

#### 4.7 Employee Deployment and Customer Satisfaction

The descriptive results, which include frequencies and percentages about employee deployment, were presented, analyzed and interpreted before testing the second hypothesis. Findings are presented in the following subsection.

##### 4.7.1 Descriptive results about employee deployment

Respondents responded to 11 items about employee deployment by indicating their agreement using a five-point Likert scale as shown in Table 12. The analysis and interpretation follows the presentation of findings.

**Table 12: Findings about employee deployment**

Items about working conditions	SD	D	NS	A	SA	Total
1. Most employees receive timely and adequate support from fellow staff which enables them to serve clients better	6 (21%)	10 (36%)	2 (7%)	9 (32%)	1 (4%)	28 (100%)
2. Most employees' relationship with supervisor has improved the quality of service they offer to the client	8 (29%)	8 (29%)	0 (0%)	7 (26%)	5 (18%)	28 (102%)
3. Most employees' activities are well facilitated	6 (21%)	9 (33%)	0 (0%)	7 (25%)	6 (21%)	28 (100%)
4. Most employees are motivated to deliver their best within the given resources and time	7 (25%)	11 (39%)	1 (4%)	4 (14%)	5 (18%)	28 (100%)
5. Most employees feel professionally developed day by day at TASO	7 (25%)	8 (29%)	4 (13%)	8 (29%)	1 (4%)	28 (100%)
Items about employee attitudes	SD	D	NS	A	SA	Total
6. Most employees' attitude towards TASO clients is positive because they know what they are required to do.	9 (32%)	13 (46%)	0 (0%)	1 (4%)	5 (18%)	28 (100%)
7. Most employees ensure all clients are attended to appropriately to save them from long hours of waiting	4 (14%)	1 (4%)	0 (0%)	10 (36%)	13 (46%)	28 (100%)
8. Most employees enjoy serving TASO clients	8 (29%)	7 (25%)	0 (0%)	9 (32%)	4 (14%)	28 (100%)
9. Most employees always consider giving the best to the client and always achieve their set targets on time.	8 (29%)	12 (42%)	1 (4%)	2 (7%)	5 (18%)	28 (100%)
10. Most employees are comfortable with my current remuneration at TASO	5 (18%)	7 (24%)	3 (11%)	8 (29%)	5 (18%)	28 (100%)
11. The reporting lines and procedures are clear in TASO	6 (21%)	10 (36%)	3 (11%)	5 (18%)	4 (14%)	28 (100%)

Source: Data from field

Key: SD = Strongly agree, D = Disagree, NS = Not sure, A = Agree, SA = Strongly agree

### **Working conditions**

Most respondents who responded negatively to all items about working conditions (that is items 1 to 5) compared those who responded positively and were not sure. The percentages that responded negatively ranged from 54% to 64% while the percentages that were not sure ranged from 0% to 13% and the percentages that responded positively ranged from 32% to 46%. Thus, findings show that most of the respondents were of the view that most employees did not receive timely and adequate support from fellow staff which did not enable them to serve clients better, most employees' relationship with supervisor did not improve the quality of service they offered to the client and most employees' activities were not well facilitated. Furthermore, most of the respondents were of the view that most employees were not motivated to deliver their best within the given resources and time, most employees' activities were not well facilitated and most employees did not feel professionally developed day by day at TASO.

### **Employee attitudes**

Most respondents who responded negatively to four items about employee attitudes (that is items 1, 3, 4 and 6) compared those who responded positively and were not sure. The percentages that responded negatively ranged from 54% to 78% while the percentages that were not sure ranged from 0% to 11% and the percentages that responded positively ranged from 22% to 46%. Thus, findings show that most of the respondents were of the view that most employees' attitude towards TASO clients was negative because they did not know what they were required to do, most employees did not enjoy serving TASO clients, most employees rarely considered giving the best to the client and rarely achieved their set targets on time and the reporting lines and procedures were unclear in TASO. However, findings show that fewer respondents who responded negatively to two items

about employee attitudes (that is items 2 and 5) compared those who responded positively and were not sure. The percentages that responded negatively ranged from 18% to 42% while the percentages that were not sure ranged from 0% to 11% and the percentages that responded positively ranged from 47% to 82%. Thus, findings show that most of the respondents were of the view that most employees ensured all clients were attended to appropriately to save them from long hours of waiting and most employees were comfortable with their remuneration at TASO.

### **Interview findings**

In support of the findings obtained using the questionnaire were interview findings. For example, the following were findings:

*“The problem of inadequate health workers and the associated difficulty of filling vacant posts poses serious challenges to deploying staff to improve service delivery (Interview with Key Informant X, 6<sup>th</sup> August 2017).*

*TASO has greatly changed, these days before one gets used to the assigned counselor, they are transferred or exited, sometimes those that replace them are young, less experienced and non-approachable, so not able to handle patients’ issues fully/to their satisfaction. These days, patients find it hard to disclose their issues to these new young counselors. The treatment however has remained (has not changed), it is still good. I just want to advise TASO Jinja that when there are changes, there should be efforts to introduce the replacement to concerned clients (Interview with Key Informant Y, 9<sup>th</sup> August 2017)”.*

Thus, findings show that problem associated with staff deployment at TASO Jinja. The deployment of staff is ineffective and inefficient to meet patients’ needs and expectations. Because of this, patients’ satisfaction is reduced. After establishing respondents’ views on employee deployment, the next step was to test the second hypothesis using inferential statistics. Findings are presented in section 4.4.2.

#### 4.7.2 Testing third hypothesis

The third alternative hypothesis stated, “*Employee deployment significantly affects customer satisfaction*”. Spearman rank order correlation coefficient ( $\rho$ ) was used to test the hypothesis. Table 13 presents the test results.

**Table 13: Correlation between employee deployment and customer satisfaction**

	Employee deployment
Customer satisfaction	$\rho = .440$ $\rho^2 = .194$ $p = .019$ $n = 312$

Source: Data from field

Findings show that there was a weak positive correlation ( $\rho = .440$ ) between employee deployment and customer satisfaction. The coefficient of determination ( $\rho^2 = .194$ ) shows that employee deployment accounted for 19.4% variance in customer satisfaction. These findings were subjected to a test of significance ( $p$ ) and it is shown that the significance of the correlation ( $p = .019$ ) is less than the recommended critical significance at .05. Thus, the effect was significant. Because of this, the hypothesis “*Employee deployment significantly affects customer satisfaction*” was accepted.

Thus, the implication of the findings was that the weak correlation implied that a change in employee deployment was related to a small change in customer satisfaction. The positive nature of the correlation implied that the change in employee deployment and customer satisfaction was in the same direction whereby better employee deployment was related to more customer satisfaction and poor employee deployment was related to less customer satisfaction.

A further analysis was conducted using a regression to determine the effect of the dimensions of employee deployment (working conditions and employee attitudes) on

customer satisfaction. Findings are presented in Table 14, accompanied with an analysis and interpretation.

**Table 14: Effect of dimensions of employee deployment on customer satisfaction**

<i>Regression Statistics</i>					
Multiple R	.567				
R Square	.322				
Adjusted R Square	.268				
Standard Error	2.470				
Observations	28				

<i>ANOVA</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Sig F</i>
Regression	2	72.4	36.2	5.9	.008
Residual	25	152.6	6.1		
Total	27	225			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>Beta</i>	<i>t Stat</i>	<i>P-value</i>
Intercepts	-1.05	4.77		-.22	.828
Working conditions	.55	.16	.56	3.37	.002
Employee attitude	.23	.22	.18	1.06	.299

**Source:** Data from field

Findings in Table 14 show a moderate linear relationship (Multiple R = .567) between the combination of dimensions of employee deployment (working conditions and employee attitudes) and customer satisfaction. The adjusted R Square shows that the combined dimensions of employee deployment (working conditions and employee attitudes) account for 26.8% variance in customer satisfaction. These findings were subjected to an ANOVA test, which showed that the significance (Sig F = .008) of the Fishers ratio (F = 5.9) was less than the critical significance at .05. Hence, the findings were accepted.

The coefficients findings show that only working conditions singularly had a significant effect on customer satisfaction because the significant p-values (p-value = .002) was less than the critical significance at .05. Employee attitudes did not significantly affect customer satisfaction because the significant p-values (p-value = .299) was greater than the critical significance at .05. The positive signs of the coefficients show that better



working conditions contribute to more customer satisfaction while poor working conditions contribute to less customer satisfaction.

## CHAPTER FIVE

### SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the summary, discussion, conclusions and recommendations. It is divided into four major sections. The first section presents the summary. The second section presents discussion. The third section presents the conclusions. The fourth section presents the recommendations.

#### 5.2 Summary

##### 5.2.1 Staffing levels and customer satisfaction

The first objective of the study was “*To establish the effect of staffing levels on customer satisfaction*”. The research question was, “*Is there an effect of staffing levels on customer satisfaction at TASO?*” The study tested the hypothesis, “*Staffing levels significantly affects customer satisfaction*” which was accepted. Findings revealed a significant positive strong effect of staffing levels on customer satisfaction whereby better staffing levels was related to more customer satisfaction and poor staffing levels was related to less customer satisfaction. Staffing levels accounted for 63.0% variance in customer satisfaction. A further analysis using a regression established a very strong linear relationship between downsizing, recruitment and customer satisfaction. Findings further revealed that downsizing and recruitment accounted for 86.0% variance in customer satisfaction. However, recruitment more affected customer satisfaction compared to downsizing. Findings revealed that more downsizing contributed to less customer satisfaction while less downsizing contributed to more customer satisfaction better recruitment contributed to more customer satisfaction while poor recruitment contributed to less customer satisfaction.

### **5.2.2 Task-shifting and customer satisfaction**

The second objective of the study was “*To find out the effect of task-shifting on customer satisfaction*”. The research question was, “*How does task-shifting affect customer satisfaction at TASO?*” The hypothesis tested that stated, “*Task-shifting significantly affects the customer satisfaction*” was accepted. This was because the study established a significant positive strong effect of task-shifting on customer satisfaction whereby better task-shifting contributed to more customer satisfaction and whereby poor task-shifting contributed to less customer satisfaction. Task-shifting accounted for 59.6% variance in customer satisfaction. A further analysis using a regression established a strong linear relationship between duties/job description, competencies and customer satisfaction. Duties/job description and competencies accounted for 59.7% variance in customer satisfaction. However, competencies more affected customer satisfaction compared to duties/job description. It was established that better duties/job description contributed to more customer satisfaction while poor duties/job description contributed to less customer satisfaction.

### **5.2.3 Employee deployment and customer satisfaction**

The third objective of the study was “*To establish the effect of employee deployment on customer satisfaction*”. The research question was, “*What is the effect of employee deployment on customer satisfaction at TASO?*” The hypothesis tested that stated, “*Employee deployment significantly affects customer satisfaction*” was accepted. This was because findings revealed a significant weak positive effect of employee deployment on customer satisfaction whereby better employee deployment contributed to more customer satisfaction and poor employee deployment contributed to less customer

satisfaction. Employee deployment accounted for 19.4% variance in customer satisfaction. A further analysis using a regression established a moderate linear relationship between working conditions, employee attitudes and customer satisfaction. Working conditions and employee attitudes accounted for 26.8% variance in customer satisfaction. However, only working conditions singularly had a significant effect on customer satisfaction while employee attitudes did not significantly affect customer satisfaction. The study findings showed that better working conditions contributed to more customer satisfaction while poor working conditions contributed to less customer satisfaction.

### **5.3 Discussion**

#### **5.3.1 Staffing levels and customer satisfaction**

Findings of this study about a positive significant strong effect of staffing levels on customer satisfaction are consistent with other studies conducted by other researchers. For example, Hockenberry and Becker (2016) conducted a study on the effect of hospital nurse staffing strategies on patient satisfaction and established that a higher level of nurse numbers per bed increased overall patient satisfaction. Thus, it is argued in this study that higher staffing levels provide an opportunity for the customers/clients to have closer attention to their needs/expectations and receive better quality care resulting into increased customer satisfactions. This argued is in line with Kutney-Lee et al (2009) observation that improving nurse staffing may improve the patient experience and quality of care.

Similar to the findings of this study, researchers have reported associations between nurse staffing and hospital care outcomes (Clarke & Donaldson, 2008) and one of the

healthcare outcomes that this study investigated was customer satisfaction. Patient satisfaction has been linked to nurse staffing levels with patients reporting higher levels of satisfaction on units with higher proportions caregivers (Bacon & Mark, 2010).

This study's finding about a negative significant effect of downsizing a dimension of staffing levels on customer satisfaction is similar to what other scholar have argued or what other studies established. For example, Habel and Klarmann (2014) observed in their research that researchers found evidence of a negative relationship when they examined the effects of mass downsizing on customer satisfaction. Other studies that reported a negative effect of customer satisfaction on customer satisfaction similar to what this study established include Lewin (2009), Lewin and Johnston (2008), Habel and Klarmann (2015) and Lewin, Biemans and Ulaga (2010). The explanation for the negative effect of downsizing on customer satisfaction is that in most case service quality suffers when fewer employees are available to serve customers. This is because when the staff is reduced more work and increased workload is handled by the existing employees and this can lead to more employee stress that negative affect the quality of services offered to customers.

This study finding about a positive significant effect of recruitment a dimension of staffing levels on customer satisfaction is contrary to some other researchers. For example, Salahat and Majid (2016) in their study found out that recruitment did not directly effect on customer satisfaction. In addition, Khatri (2000) established that recruitment has insignificant effect on customer satisfaction.

However, despite the contradictions with other studies, findings of this study were supported by other studies such as Chand (2010) and Moynihan et al. (2001) who found that recruitment a dimension of staffing levels has a positive association with customer satisfaction. Basing Byham's (2001) observation, some of the reasons that may explain why recruitment positively affected customer satisfaction is that if organizations hire employee who are inappropriate, there it is to be associated with undesired consequences such as low team morale, poor interpersonal relationship, low customer service levels and reduced productivity. Under such a situation, customer satisfaction will be reduced.

From my perspective as a research of this study, the findings show that staffing levels in an organization are important when organizations are looking forward to increase customer satisfaction. Low staffing levels increases workload for employees, which can affect how they respond to the customers. Work overload is usually associated with stress and exhaustion on part of employees and thus negatively affecting their response to customers, which later contribute to reduction in levels of customer satisfaction.

### **5.3.2 Task-shifting and customer satisfaction**

The significant positive effect of task-shifting on customer satisfaction that this study established is supported by earlier findings though conducted contexts different from TASO Jinja. In other words, the significant effect found in this study is consistent with the literature on patient satisfaction. Studies with similar results to this study include Asfaw (2014) that showed high levels of patient satisfaction with task shifting in Ethiopia. The following are some of the possible explanations of task-shifting had a significant positive effect of customer satisfaction this study. It has been argued that task shifting of care from higher cadre health workers to lower cadre health workers can help

to address the inequitable access to healthcare (WHO, 2008). WHO (2008) further argues that task shifting improves the utilizations of (efficient use of) existing health care workers in order to ease delays in service delivery.

In Uganda, the number of doctors to patients is small while the number of other healthcare workers is some bigger. Therefore, another reason why there was a significant positive effect of task-shifting on customer satisfaction that this study may be that allowing some of the activities that would have been performed by doctors to other healthcare workers brings those services much closer to the patients results into increased patient satisfaction. This argument is consistent with Kredo, Adeniyi, Bateganya and Pienaar (2014) who opined that task-shifting is a process of decentralization of care, where care is delivered at primary health care centre's or in the community by various cadres of health workers instead of doctors. Task-shifting improves the distribution of workload and increase service capacity, which can lead to increased customer satisfaction (Laurant et al, 2009).

Task-shifting improves healthcare service delivery or intervention that increases customer satisfaction. Healthcare when provided by lower level healthcare workers may reduce loss-to-follow-up rates and improve patient satisfaction (Emdin, Chong & Millson, 2013). Reduced loss to follow-up may also be attributed to decentralization associated with task shifting as patients are receiving care closer to their homes (Kredo, Ford, Adeniyi & Garner, 2013). Another argument that task shifting may improve quality of care, which increases patient satisfaction. This is because tasks such as patient education may be better delivered by lower level health workers (Emdin & Millson, 2012). The positive effect of competencies on customer satisfaction established in this study concurs with

Clarke and Donaldson (2008) who argued that the quality of care that nurses provide is influenced by individual nurse characteristics such as knowledge and experience.

The researcher of this study argues that task shifting is a promising strategy in increasing customer satisfaction with an organization's services and products. This study further bolsters the dialogue on task shifting by providing the health workers and patients' perspective on the practice. The evidence generated by this study supports the inclusion of task shifting as a mechanism for scaling-up health services, particularly for underserved areas facing severe health worker shortages. Policy makers considering task shifting as a strategy should take into consideration the investments required to ensure the mechanism can be used safely and result in high patient satisfaction levels.

### **5.3.3 Employee deployment and customer satisfaction**

This study's finding was a significant positive effect of employee deployment on customer satisfaction, which implied that better employee deployment, contributed to increased customer satisfaction. This finding is supported to findings in studies by Aiken et al (2001; 2002; 2003) that revealed that non-optimal nurse deployment in hospital-based care on patient care outcomes.

Findings of this study concur with Ashish, Orav, Zheng, and Epstein (2008) suggestion that a hospital's characteristics that contribute to a high nurse-patient ratio may be associated with patients' favorable experiences such as patients' satisfaction. A possible explanation why deployment has a positive effect of customer satisfaction is by Stanton (2004) who explained that workforce deployment patterns in the typical work



environment of nurses can contribute to various serious threats to patient safety that can affect patients' satisfaction.

Findings of this study about a significant positive effect of working environment a dimension of employee deployment on customer satisfaction concur with other studies such as Kapinos and Fitzgerald (2012) that have shown healthcare providers working environments affect important patient outcomes, including satisfaction. In addition, Tei-Tominaga and Sato (2015) conducted a study to examine the effect of nurses work environment with characteristics that are similar to those of magnet hospital system in the USA with high retention rate of nurses and providing high quality patient care on patient satisfaction in Japan. Basing on their findings, they concluded that a favorable work environment for nurses, which is similar to that of magnet hospitals, may influence patient satisfaction in hospitals in Japan.

According to Copanitsanou, Fotos and Brokalaki (2017), the reason why work environment a dimension of employee deployment positively affects patients' satisfaction is a number of parameters of the nurse's work environment lead to fewer lower nurse burnout and therefore, nurses under these conditions provide good healthcare which lead to fewer patient complications. Copanitsanou et al (2017) concluded that patients who sought help in health units with good work environments for the nurses were more satisfied with the nursing care compared to patients in units with poor work environments.

However, this study's findings differed from those of some studies. For example, Sitzia and Wood (2007) found mixed evidence in their studies. In two studies, they found no

effect and two studies found a negative effect. The dimensions used to measure working conditions in their study were provider skills, provider workload and provider training. Strength of evidence overall was low for on all the three dimensions.

Basing on the findings of this study and that of other researchers, the researcher of this study argues that while implementing staff deployment, it is important to understand the work environment in which the health workers are to be deployed to work and the existing levels of the health workers. This is because these will determine the effective of deployment including its effect on customer satisfaction. Managers could be helped even more to tailor the implementation of deployment to needs of the health workers and customers.

## **5.4 Conclusions**

### **5.4.1 Staffing levels and customer satisfaction**

Findings of this study revealed that sufficient staffing levels increase customer satisfaction. The findings highlight the need for adequate numbers of employees to achieve higher customer satisfaction. Insufficient staffing levels are responsible for less prompt customer service, poor communication to customers, and thus poor customer services that result into less customer satisfaction.

### **5.4.2 Task-shifting and customer satisfaction**

Findings of this study show that task shifting appeals greatly to health policymakers who want to address patients' outcomes such as their satisfaction with healthcare. Task shifting promises to address high-quality workforce shortages and demands. It also improves affordability of care in the healthcare systems. Thus, it can used to overcome

the increasing shortage of human resources given that it involves delegation tasks from more specialized workers to less specialized workers. However, it should be done with care as task shifting may increase workload on some of the workers, which lead to problems on part of the worker and thus reducing customer satisfaction.

#### **5.4.3 Employee deployment and customer satisfaction**

The findings of this study highlight the importance employee deployment to customer satisfaction especially in the context of work environment. It shows that employee deployment affects the work environment, which compromises service delivery contributing to reduced customer satisfaction. Therefore, employee deployment should be handled with care to maintain and even improve customer satisfaction.

### **5.5 Recommendations**

#### **5.5.1 Staffing levels and customer satisfaction**

TASO management could address staff shortage to improve customer satisfaction. Priority should be recruitment given that it had a positive effect on customer satisfaction while downsizing should be avoided given that it had a negative effect on customer satisfaction. The right people should recruited for the right job and all job vacancies should be filled with the right people at the right time.

#### **5.5.2 Task-shifting and customer satisfaction**

Although TASO Jinja adopted task-shifting, the shortcoming in the process that could be addressed are as follows: The TASO Human Resource Team should not over loaded health workers with work but ensure that optimal workload and this can be achieved by periodically assessing the work load for each of the health workers. TASO management

could empower health workers to make decisions as this will improve their creativity and commitment to perform Employees' work should be periodically appraised as it will help in identifying their weaknesses in order to come up with solution that are helpful. Employees' tasks should be non-routine and challenging, as this will motivate them to serve clients better. TASO Management should periodically offer training or workshops to employees to address their skills and knowledge to serve clients better.

### **5.5.3 Employee deployment and customer satisfaction**

TASO should improve the deployment of its employees by liaising with the central government and Non-Governmental Organizations to help it resolve its recruitment problems. Through this liaison, funds could be mobilized to improve remuneration of health workers, which act to attract new employees to the organization. With adequate staff, TASO will be able to efficiently and effectively deploy its employees to delivery services to patients.

## **5.6 Areas of further Study**

This study focused a few dimensions of restructuring and investigated their effect on customer satisfaction. However, restructuring is a broad concept covering dimensions such as starburst, verticalization, de-layering and virtualization to mention some. Therefore, studies may be conducted to finding out the effect of other dimension of restructuring on customer satisfaction.

## **5.7 Limitations of the Study**

The sample size that was targeted was 395 respondents but respondents that participated in the study were 316. Thus, the response rate was 80% but less than 100%. The

implication of this was that information from those people who did not participate was not considered in this study and yet if it was, the findings might have been different.

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## **Appendix I: Informed Consent Form: English Version**

**The Protocol title:** Restructuring and Customer satisfaction in TASO (U) ltd. A case of TASO Jinja.

**Name of the Researcher:** Nambi Rebecca, Uganda Management Institute, School of Business and Management (Human Resource Management).

**Name of the organization:** The Aids Support Organization (TASO) Jinja Centre

**Name of the Sponsor:** Self

My name is Nambi Rebecca, a Master's Student of Uganda Management Institute (UMI), School of Business and Management. I am conducting a research study on Restructuring and Customer satisfaction at TASO Jinja Centre. The purpose of the study is to assess the impact of restructuring on customer satisfaction in TASO Uganda ltd.

I am requesting you to participate in the research study. I will explain to you why I am carrying out this research and what will be asked if you agree to participate in this study. If you agree to participate in this study, I will request you to sign a copy of consent form that authorizes you to participate in the study or to put a thumb print with a witness. I will give you a copy of this document. The consent document may contain some words that you do not understand, Please ask us to explain to you anything you do not understand.

### **PURPOSE OF THE STUDY**

This research is being conducted to find out the relationship between staffing levels and customer satisfaction, the effect of task-shifting on customer satisfaction and the effect of employee deployment on customer satisfaction at TASO.

You are being invited to participate in this study because you are adult TASO Jinja client and have been under TASO Jinja care for at least more than 2 years.

- You do not have to participate if you don't want to. You may decide not to take part in the study.
- You may stop participating in the study any time. If you decide to participate in this study, or if you decide to withdraw after joining, you will not lose any of your usual treatment benefits.

**PROCEDURES:**

If you decide to take part in this study, we will request you to discuss and to sign or to put a thumb print on this form.

You will answer a number of questions about your health and service provision. If you decide to take part in the study, the interview will take between 15 to 20 minutes of your time.

There is no risk associated to this study and you may not benefit directly from this research. However, you or others may benefit in the future from the findings of the study. You may get satisfaction as a person as a result of participating in an HIV/AIDS study. No compensation will be provided to you as a result of participating in the study.

The researcher will keep information about you privately and in confidence. Any information about you will be identified with only a code. The researcher will not use your name. Your study Information may be reviewed by the Research Assistants and data entrants.

You may refuse or withdraw this consent and discontinue your participation in the research described above without affecting the services you receive at TASO. Findings from this research will be disseminated to you by the client Relations Officer during health talks on clinic days.

**WHOM TO CONTACT:**

If you have any Questions, you may ask Ms. Nambi Rebecca any time during the study.

You may request to talk to

**Nambi Rebecca**

**Human Resource and Operations Officer,**

**TASO Jinja Centre**

**Email: [nambir@tasouganda.org](mailto:nambir@tasouganda.org)**

**Telephone: (mobile): 0774 599 403**

**Mobile: 0752774291**

For questions regarding your welfare and your rights, please contact;

**Mr. Sail Livingstone,**

**Chairperson-TASO Research Ethics Committee (REC)**

**Email: [ssalil@tasouganda.org](mailto:ssalil@tasouganda.org)**

**Telephone: (mobile) 0752 774 151**

**PART II: CONSENT TO PARTICIPATE IN THE STUDY**

I have read this document or it has been ready for me. I have discussed the information with the study staff. My questions have been answered. I have consented to participate in the study. I have been told that my decision to participate or not to participate in the study is voluntary. I have been informed that when I decide to take part in the study, I may withdraw any time. By signing this document, I am not giving up my rights as a study participant.

---

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Name of the participant (Capital letters) Participant's signature

Or if cannot read /Write,

Put a thumbprint \* in the box below

Dates \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Day Month Year

---

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Name of the person attaining consent (Capital Letters)

Title/Position

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Signature of the person attaining consent      Date \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Day Month Year

*\*If the patient cannot read and write, an impartial witness must be around at the time of discussing about consent to*

*Participate in the on-going study. After reading and explaining the consent document and openly accepting to participate and has signed or put a thumb print on the participant's consent document, the witness has to sign and put a date on the participant's consent form. By signing this document, the witness confirms that the information in the participant consent form and all the other written information is explained to the patient and has understood it and that the patient has voluntarily consented to participate in the study.*

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\_\_\_\_\_  
Name of the witness (Capital letters) Signature of the witness

Dates: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Day Month Year

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**Statement by the Researcher/person taking consent**

I have accurately read out the information sheet to the potential participant and to the best of my ability made sure that the participant understands that the following will be done:

I confirm that the participant was given an opportunity to ask questions about the study and all the questions asked by the participant have been answered correctly and to the best of my ability. I confirm that the individual has not been coerced into given consent and the consent has been given freely and voluntarily.

A copy of this ICF has been provided to the participant.

Print Name of Researcher/ Person taking the  
consent.....

Signature of Researcher/person taking the  
consent.....

Date: .....

Day/Month/Year

## **Appendix II: Ekiwandiiko Eky'okwatula Okukiriza: Luganda Version**

**Omutwe gw'okunonyereza:** Enkyukakyuka mubakozi n'obumativu bwbo abafuna obujanjabi mu kitongole kya TASO (U) LTD

**Omunonyereza:** Nambi Rebecca, Uganda Management Institute, School of Business and Management (Human Resource Management).

**Erinnya ly'ekitongole:** The AIDS Support Organization (TASO) ettabi ly'e Jinja.

**Agabirira Okunonyereza:** Omunonyereza omukulu

### **Akatundu akasooka: Ekiwandiiko ky'okunonyola:**

Amannya gange yenze Nambi Rebecca, Omuyizi wa diguli ey'okubbiri ku UMI, School of business and management. Nkola omulimo gw'okunonyereza ku nkyukakyuka mu bakozi n'obumativu bw'abafuna obujanjabi mu Kitongole ekya TASO mu ttabi lya Jinja.

Ekgendererwa kya kuzuula biki enkyukakyuka mubakozi kyekola ku kumatiza kw'abafuna obujanjabi mu TASO. Tukasaba obeeko ne kyokola mu kunonyereza kuno. Tujja kukunonyola lwaki okunonyereza kuno kukolebwa nabiki ebinabuzibwa singa on'okiriza okwetaba mu kunonyereza kuno.

Bwokiriza okwetaba mu kunonyereza kuno, nja kukusaba okuteeka omukono ku kiwandiiko kino ekinakukiriza okwetaba mu kunonyereza kuno oba okuteeka ekinkumu n'omujjulizi. Nja kukuwa ku kopi y'ekiwandiiko kino. Ekiwandiiko ky'okukiriza kino kiyinza okubaamu ebigambo by'otategeera, tusabe tukunonyole kyonna ky'otategeera.

### **Ekgendererwa ky'okunonyereza**

Okunonyereza kuno kukolebwa okuzuula enkolagana eri wakkati w'omuwendo gw'abakozi n'obumativu bwoyo afuna obujanjabi, Ebyo okugata abakozi byekukola ku bumativu bw'abafuna obujanjabi, n'okuzuula biki okusindika abakozi mu matabi ga

TASO amalala kye kikola ku bumativu bw'abafuna obujanjabi ku muttabi lya TASO Jinja.

Oyanirizibwa okwetaba mu kunonnyereza kuno kubanga oli muntu mukulu afuna obujanjabi era obadde olabirirwa TASO okumala emyaka ebbiri.

- Tolina kwetaba bwoba toyagala. Oyinza okusalawo obutetaba mu kunonnyereza kuno.
- Oyinza okusalawo okuvaamu obudde bwonna. Bwosalawo okwegata mu kunonnyereza kuno, oba okuvaamu, tolina kyojja kufiirwa mu kunonnyerza kwo.

**Emitendera:**

Bwosalawo okwetaba mu kunonnyereza kuno, tujja kukusaba okukubagannya ebirowoozo n'okuteeka omukono oba ekinkumu ku kiwandiiko kino.

Ojja kuddamu ebibuuzo bingi ebikwata ku bulamu bwo n'engeri gy'ofunamu obujanjabi.

Bwosalawo okwetaba , okubuzibwa kujja kutwala eddakiika wakkati wa 15 ne 20 ku budde bwo.

Tewali bulabe bwojja kufuna okuva mu kunonnyereza kuno. Era oyinza obutafuna butereevu okuva mu kunonnyereza kuno. Naye, gwe oba abalala muyinza okufunamu mu biseera by'omumaaso okuva mu binazulibwa. Oyinza okufuna obumativu ng'omuntu olw'ebinaava mu kunonnyereza kuno okw'akawuka.. Tolina ky'ojja kuwebwa olw'okwetaba mu kunonnyereza kuno.

Omunonnyereza ajja ku kuuma obubaka obukukwatako mu kyama era bulungi. Obubaka bwonna obukukwatako bujja kumannyika na nnamba enekusifu. Omunonnyereza tajja kukozesa linnya lyo. Obubaka obukwata ku kunonnyereza buyinza okwekenezebwa abayambako mu kunonnyerza oba abayingiza ebifunnidwa mu byuma bikalimagezi.

**Ani ow'okutukirira:**

Bwoba n'ebibuuzobyonna oyinza okubuuza omukyala Nambi Rebecca obudde bwonna ng'okunonyereza kugenda mu maaso. Oyinza okusaba okwogera ne:

**Nambi Rebecca**

**Human Resources & Operations Officer**

**TASO Jinja Centre**

**Email: [nambir@tasouganda.org](mailto:nambir@tasouganda.org)**

**Tel: 0752 774 291**

**EKITUNDU EKY'OKUBIRI: OKUKIRIZA OKWETABA MU**

**KUNONNYEREZA**

Nsome ejiwandiiko kino oba kinsomeddwa. Nkubagannyiza ebirowoozo nabakola ku kunonyereza. Mbuliddwa nti okusalawo kwange okwetaba oba obutetaba mu kunonyereza kuno kwa kyeyagalire. Ntegezeddwa ntibwosalawo okwetaba mu kunonyereza kuno, oyinza okuvaamu obudde bwonna Okuteeka omukono ku kiwandiiko kino, siwaayo ddembe lyange ng'omwetabi.

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Erinnya ry'omwetabi (mu nnyukuta ennene)

(atasoma, tekawo ekinkumu mu kasanduuko wansi)

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Omukono gw'omwetabi

Ennaku z'omwezi: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Olunaku omwezi omwaka

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Erinnya ly'akirizisa (mu nnyukuta ennene)

Akola ng'ani?

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Omukono gw'akirizisa Ennaku z'omwezi: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Olunaku omwezi omwaka

*\*Omulwadde bwaba tasola kusoma na kuwandiika, watekwa okubaawo omujjulizi atalina ludda nga ebyokwogera kuby'okukiriza okwetaba mukunonyereza kugenda mu maaso.oluvannyuma lw'okussoma ekiwandiiko ky'okukiriza era nga kinyonyoddwa, era nga bamazze okwatula nti bakiriza okwetaba mukunonyereza era nga bamazze okuteeka omukono oba ekinkumu ku kiwandiiko, omujjulizi naye aja ku saako omukono era yetereko ne nnaku z'omwezi. Omujjulizi bwatteeka omukono ku kiwandiiko ky'okukiriza, aba akakasa nti ddala obubaka obuli mu kiwandiiko ky'okukiriza n'ebiwandiiko ebirala bya nnyonyoddwa bulungi era byategereddwa omulwadde era nti ekiwandiiko ky'o kukiriza kyawereddwa omulwadde awatali ku kakibwa.*

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Erinnya ly'abaddewo mu kukiriza (mu nnyukuta ennene)

Omukono

gw'abaddewo mu ku kiriza

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Ennaku z'omwezi: \_\_\_ / \_\_\_ / \_\_\_

Olunaku omwezi omwaka

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### Appendix III: Questionnaire for the TASO Jinja Staff

Dear Respondent,

Please kindly spare some few minutes to respond to the following questions. Information received from you is for academic purposes and will be kept confidential. You will not be victimized for whatever answer you have given and to ensure this; you are not required to identify yourself anywhere on the questionnaire.

#### Section A: Background information

1. Gender:  Male  Female (Please tick)
2. Age  (20-30)  (31 -39)  (40 -49)  (Above 50)
3. Education level (indicate highest)  
 Diploma certificate  Graduate degree  Post Graduate diploma  Master's degree
5. Duration of service at TASO:  (Less than 1 year)  (1-2 years)  (3-5 years)  
 (5-10 years)  (Above 10 years)

#### Section B: Staffing levels

Guidelines: From Questions 1 to 8 please tick or circle the number that best indicates your opinion using the following scales where; 1= Strongly Disagree      2 = Disagree  
3= Not sure      4 = Agree 5 = strongly agree

<b>Downsizing</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
1. Before downsizing, all jobs were graded and awarded correctly	1	2	3	4	5
2. Clients complain about reduction in number of staff	1	2	3	4	5
3. Clients wait longer due to the fewer numbers of staff at TASO	1	2	3	4	5
4. Complaints from clients are largely attributed to reduced number of staff in TASO.	1	2	3	4	5
5. Reduction in the number of staff has a negative impact on customer satisfaction	1	2	3	4	5
<b>Recruitment</b>	1	2	3	4	5
6. Clients find it easy to disclose their health and personal related information to the new staff.	1	2	3	4	5
7. Client retention levels have increased because the right people are recruited for the right jobs.	1	2	3	4	5



8. All job vacancies are filled with the right people at the right time	1	2	3	4	5
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### Section C: Task shifting

Guidelines: From Questions 1 to 7, please tick or circle the number that best indicates your opinion using the following scale where; 1= Strongly Disagree      2 = Disagree  
3= Not sure    4 = Agree 5 = Strongly agree

<b>Duties/job description</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
1. Employees are not over loaded with work because time spent per activity was considered during review of the job descriptions	1	2	3	4	5
2. Employees are empowered to make decisions and this up lifts my creativity and zeal to even perform better.	1	2	3	4	5
3. Employees' work is always appraised or evaluated and they are happy with their results	1	2	3	4	5
4. Employees' tasks are so routine and simple that they are motivated to serve clients better	1	2	3	4	5
<b>Competencies (skills, knowledge and abilities)</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
5. Most employees are skilled, knowledgeable and have the ability to impress the clients they serve	1	2	3	4	5
6. Most employees have the ability to impress the clients they serve					
7. Most employees have knowledge of all the duties they are expected to carry out to achieve the purpose of my job.	1	2	3	4	5

### Section D: Employment Deployment

Guidelines: From Questions 1 to 11, please tick or circle the number that best indicates your opinion using the following scale where; 1= Strongly Disagree      2 = Disagree  
3= Not sure    4 = Agree 5 = Strongly agree

<b>Working conditions/environment</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
1. Most employees receive timely and adequate support from fellow staff which enables them to serve clients better	1	2	3	4	5
2. Most employees' relationship with supervisor has improved the quality of service they offer to the client	1	2	3	4	5
3. Most employees' activities are well facilitated	1	2	3	4	5
4. Most employees are motivated to deliver their best within the given resources and time	1	2	3	4	5
5. Most employees feel professionally developed day by day at TASO	1	2	3	4	5

<b>Employee attitude</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
6. Most employees' attitude towards TASO clients is positive because they know what they are required to do.	1	2	3	4	5
7. Most employees ensure all clients are attended to appropriately to save them from long hours of waiting	1	2	3	4	5
8. Most employees enjoy serving TASO clients	1	2	3	4	5
9. Most employees always consider giving the best to the client and always achieve their set targets on time.	1	2	3	4	5
10. Most employees are comfortable with their current remuneration at TASO	1	2	3	4	5
11. The reporting lines and procedures are clear in TASO	1	2	3	4	5

### **Section D: Customer satisfaction**

Guidelines: From Questions 1 to 4, please tick or circle the number that best indicates your opinion using the following scale where; 1= Strongly Disagree      2 = Disagree  
3= Not sure    4 = Agree 5 = Strongly agree

<b>Customer satisfaction</b>	<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>
1. Clients are happy with TASO's responsiveness	1	2	3	4	5
2. Clients rate highly TASO's professionalism	1	2	3	4	5
3. Clients are happy with TASO's service quality	1	2	3	4	5
4. Clients are happy with TASO's commitment to their needs and expectations	1	2	3	4	5

**Thank you for your cooperation**

## Appendix IV: Questionnaire for the TASO Clients

Dear Respondent,

Please kindly spare some few minutes to respond to the following questions. Information received from you is for academic purposes and will be kept confidential. You will not be victimized for whatever answer you have given and to ensure this; you are not required to identify yourself anywhere on the questionnaire.

### Section A: Background information

1. Gender:  Male  Female (Please tick)
2. Age  (20-30)  (31 -39)  (40 -49)  (Above 50)
3. Education level (indicate highest)  Primary  Secondary  
 Diploma certificate  Graduate degree  Post Graduate diploma  Master's degree
5. Duration of service at TASO:  (Less than 1 year)  (1-2 years)  (3-5 years)  
 (5-10 years)  (Above 10 years)

### Section B: Customer satisfaction

Guidelines: From Questions 1 to 4, please tick or circle the number that best indicates your opinion using the following scale where; 1= Strongly Disagree 2 = Disagree  
3= Not sure 4 = Agree 5 = Strongly agree

Customer satisfaction	SA	A	NS	D	SD
5. Clients are happy with TASO's responsiveness	1	2	3	4	5
6. Clients rate highly TASO's professionalism	1	2	3	4	5
7. Clients are happy with TASO's service quality	1	2	3	4	5
8. Clients are happy with TASO's commitment to their needs and expectations	1	2	3	4	5

**Thank you for your cooperation**

**Appendix V: Interview Guide for Manager and Heads of Departments.**

Dear Respondent,

Please kindly spare some few minutes to respond to the following questions. Information received from you is for academic purposes and will be kept confidential. You will not be victimized for whatever answer you have given and to ensure this; you are not required to identify yourself anywhere on the questionnaire.

1. In your view, how did Restructuring affect customer satisfaction at TASO?  
.....  
.....
2. Before the restructuring exercise, did the Board of Trustees and or senior Management consider job analysis and evaluation?  
.....  
Why?.....  
b. What about employees' abilities, skills and knowledge? .....Do these attribute to the number of complaints from clients, customer retention and overall customer contentment levels?.....
3. Do the duties assigned to employees motivate them and can these inspire them to focus on client satisfaction? .....
4. What is your comment about the employee working conditions in relation to customer satisfaction?  
.....  
.....
5. How would one's attitude affect TASO client's satisfaction? .....
6. Do you think staff members have enough knowledge to perform the added duties/roles? .....
- ..... Why?
7. How does employee deployment affect client satisfaction?  
.....  
.....
8. Do you think staffs know their significance to client retention in care? .....
- ..... Why .....
9. What is the importance of recruitment /hiring in customer satisfaction?.....
10. Does Task shifting require skills variety to reduce client's complaints?.....
- ..... Why? .....
- 11 Does one's skills & Knowledge affect customer satisfaction and retention?.....  
.....  
.....

12 In your view, do you think Restructuring was of any relevancy to TASO?.

.....  
.....  
.....

13 What aspects of client Retention, overall customer contentment level have you excelled in after implementation of restructuring at TASO?

.....  
.....  
.....

14 What challenges have you encountered while trying to reduce the number of customer complaints and while trying to improve customer retention and overall contentment level?.

.....  
.....  
.....  
.....

**Thank you for your cooperation**

## Appendix VI: Study budgets

SN	ITEM	unit	Type	Unit	Type	unit cost	Amount
<b>1</b>	<b>Stationary</b>						
	Printing forms	1	one off	1	one off	200,000	200,000
	Pens	1	box	1	one off	7,000	7,000
<b>2</b>	<b>DATA entry and ANALYSIS</b>						
	Data entry	1	person	1	one off	200,000	200,000
	Analysis	1	person	1	one off	200,000	200,000
	Printing books	4	books	1	one off	200,000	800,000
	<b>Grand Total</b>						<b>1,407,000</b>