FACTORS AFFECTING SERVICE DELIVERY IN UGANDA

TELECOMMUNICATION COMPANIES A CASE OF UGANDA TELECOM

BY

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DECLARATION

I, David Kato Bukenya, do declare that the work herein is presented in its original form and has not been presented to any other University or Institution for academic award.

Sign……………………………………

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APPROVAL

This dissertation has been submitted for examination with the approval of the following supervisors at Uganda Management Institute

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LIST OF ACRONYMS

AMA	:	American Marketing Association
CVI	:	Content validity Index
CF	:	Critical Factors
MTN	:	Mobile telecommunication network
OLS	:	Ordinary least square method
PAT	:	Positive Accounting Theory
QoS	:	Quality of service
SPSS	:	statistical package for social scientists
UCC	:	Uganda communication commission
UTL	:	Uganda Telecom Limited

ABSTRACT

The study focused on investigating the critical factors for service delivery at Uganda Telecom. The study was undertaken to check if the strategies put in place such as long term growth, consumer interest and shareholder investment incentives contribute to service delivery within the company. The study was guided by the following research objectives: to investigate the extent to which long term growth affects service delivery, to study how consumer interest affects service delivery and to examine the extent to which shareholder investment incentives affect service delivery at Uganda telecom. The study design used was cross-sectional survey to collect data from two departments (Finance operations and customer operations) staff, senior and middle managers at UTL. The study adopted both qualitative and quantitative approaches. The researcher designed questionnaires and interview guides that were used in data collection. The findings of the study indicated that there was a statistically positive correlation between long term growth and service delivery of UTL staff, that there is a positive correlation between consumer interest and service delivery at UTL and that there is a positive correlation between Shareholder Investment Incentives And Service Delivery. The study recommended that the management of UTL should focus on should focus on company image and reputation, should benchmark on annual performance to ensure there is growth year on year, Once losses are registered diverse measures should be taken to averse the situation by UTL management. In addition, UTL management should ensures customer needs are priority in all its business undertakings, UTL management focuses its individual attention of customers, UTL management ensures no erroneous tariffs are charged to customers and UTL management should value customer feedback. UTL shareholders uphold the technical & commercial business plan of the company, UTL shareholders ensure there is profitable growth in the company.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

In market economies, economic theory justifies state regulation where there are appreciable externalities, missing or incomplete markets, information asymmetries or public good attributes in economic transactions. Balla, et al. (2006). This study intends to investigate the factors for service delivery at Uganda Telecom. Factors are conceived as the independent variable while service delivery is the dependent variable. Factors were measured with regard to Long term growth & development (Business plan, Profitable growth) Consumer Interest (Value for money services, Retail Pricing regulation) and Shareholder Investment incentives (Consistent investment) while service delivery was measured in terms of accurate product and service billing, quality of service provision and service provision turnaround time. This chapter dealt with the background to the study, the problem statement, general objectives, specific objectives, research questions, hypothesis, and scope of the study, significance of the study, justification of the study, operational definitions of terms and the concepts.

1.2 Background to the study

1.2.1 Historical Background

Critical factors were introduced by John F. Rockart and the MIT Sloan School of Management

in 1979 as a way to help senior executives define their information needs for the purpose of managing their organizations Rockart, (1979). Rockart traced his CF work to its conceptual antecedent, “success factors,” introduced by D. Ronald Daniel in 1961. Daniel had discussed the problem of inadequate management information for setting objectives, shaping strategies, making decisions, and measuring results against goals.

Daniel asserted that organizational planning information should focus on “success factors,” which he described as “three to six factors that determine success. Key jobs that must be done exceedingly well for a company to be successful Daniel, (1961. Critical factors are those few things that must go well to ensure success for a manager or an organization, and, therefore, they represent those managerial or enterprise area, that must be given special and continual attention to bring about high performance. CFs include issues vital to an organization's current operating activities and to its future success Boynlon, A.C. (1984).

The concept of "success factors" was developed by D. Ronald Daniel of McKinsey & Company in 1961. The process was refined into critical factors by John F. Rockart between 1979 and 1981. In 1995, James A. Johnson and Michael Friesen applied it to many sector settings, including healthcare. Many argue that the success of a business is based on identifying a niche market that will ultimately result in growth, development and profitability.

In the world over for the services within the private sector, costs, compliance and performance are often some of the key determinants of their success. The quality of these services is traditionally not considered as one of the major factors of measurement. Instead, for private organizations that operate in a bureaucratic environment, conformity to rules and procedures is often considered more important (Theobald, 1997).

That said, it is not difficult to understand that poor service could lead to work having to be done again, which in turn, could lead to reduced efficiency and effectiveness. These could all eventually lead to the undesirable outcome of lower performance and higher costs (Deming, 1986). The implementation of quality internal IT services in the private sector is therefore believed to have its value and is worth pursuing.

In the world still, although the implementation of quality service in the private sector has not been an overriding concern like other economies during the waves of private service reforms over the past decades, the private sector has suffered from the demands of a 5% productivity improvement in 2002-3, the approach of the so called “3R + 1M” concept (reprioritizing, reorganizing, reengineering, and market-friendly) to streamline procedures in the same year, the temptation of allowing budget holders to retain savings achieved for their own disposal in 2003-4 (Cheung, 2006b) and later the politically imposed accountability system for the private sector to meet the various demands of the general private (Cheung, 2006b). In order to meet these challenges, efficiency, productivity and value-for-money are believed to be the three measures the private sector needs to be seen as improving (Cheung, 2006b). The improvement of these three attributes, however, must not be at the expense of quality or the purposes of the reforms would have been defeated (Scott, 2003).

Historically, service delivery has been a state activity both in developed and developing countries (Adejumobi, 1996, cited in Adejumobi 1999). In most African countries, the state during the colonial era was the major actor in the provision of services. However services were characterized by limited scope, forced labour and poor quality (Adejumobi, 1999). The changing nature of society, with its accompanying complexity and technological growth brought with it changes in the nature and quality of services delivered. In Uganda for instance, after independence, the new government inherited colonial set of infrastructure for the provision of services such as health and education mainly through the ministry of health and ministry of education, though there were also a few private hospitals run primarily by non government organizations (Calson, 2004)

1.2.2 Theoretical Background

Pareto efficiency (sometime wrongly referred to as Pareto optimality) is used by economists to define the efficient organization of the economy Greenstone,(2009). Pareto efficiency refers to the allocation of resources such that someone can be made better off while no one else is made worse off. Hence there has been an efficient means of production and distribution of resources. When this does not happen, there has been market failure. This notion underlies neo-classical economics and is an important consideration in understanding the notion of economic regulation which is the topic of consideration here Coglianese,& Nash (2001).

A distinction is made by many people between positive accounting theory (PAT) and what they call normative accounting theory. PAT emerges from positive economics. In discussing market failure and regulation a similar distinction is made by some. That is, there are analyses of regulation which are derived from positive economics and some from normative assumptions. These are described as theories of regulation Greenstone,(2002). All can be viewed as some type of interest theory – primarily public or private but with “in between” types.

Public Interest Theories

Advocates of the public interest theories of regulation see its purpose as achieving certain publicly desired results which, if left to the market, would not be obtained. The regulation is provided in response to the demand from the public for corrections to inefficient and inequitable markets Hahn, et al, (2000). Thus, regulation is pursued for public, as opposed to private, interest related objectives. This was the dominant view of regulation until the 1960s and still retains many adherents. It is generally felt that determining what is the public interest is a normative question and advocates of positive theorizing would, therefore, object to this approach on the basis that they believe it is not possible to determine objective aims for regulation; there is no basis for objectively identifying the public interest.

There are other charges laid at the feet of the public interest approach. These include attention being directed to the regulators themselves. Is it possible for them to act in a disinterested manner? Are they sufficiently competent? As might be expected such critics suggest there may be questions of the reward structure for regulators (being insufficient), their career structure and training may be inadequate. In addition it is often argued that the public interest approach underestimates the effects of economic and political power influences on regulation.

The Economic Theory of Regulation

The Economic theory of regulation is regarded as responding to a weakly defined demand for regulation. The positive or economic theory of regulation was introduced by Stigler in an article in 1971 It was later extended by one of his students, Peltzman, and has greatly influenced thinking on regulation theories. With many slight variations in interpretation this type of theory goes under a variety of names: Economic theory, Private interest theory, Capture theory, Special interest theory, Public choice theory, and probably many more.

Emerging from Chicago it is seen as a positive (economic) theory in which Stigler attempted to provide a theoretical foundation for an earlier notion of political theory that regulatory agencies are captured by producers. As a positive theory it assumes that regulators (political actors) are utility max misers. Although the utility is not specified it would seem to mean securing and maintaining political power (Majone, 1996, p 31). In order to do this they need votes and money, resources able to be provided by groups positively affected by regulatory decisions. Thus, the regulators have been "captured" by such (special) interest groups who "seek to expropriate wealth or income. Income may take various forms, including a direct subsidy of money, restrictions on the entry to an industry of new rivals, suppression of substitute and competitive products, encouragement of complementary products, and price fixing" (Stigler, 1971, pp 3-7)

This approach to regulation is consistent with public choice theory which stresses the extent to which governmental behaviour is understood by envisioning all actors as rational individual maximisers of their own Interest. Analysis is directed to the competing preferences of the individuals involved – how they get around regulatory goals in order to further their own goals. Consequently private interests are served rather than the public interest. Public choice theory reconciles political and economic questions. It relies on the neo-classical economic assumption of rational choice (self interest) to predict the behaviour of politicians (the regulators) – politicians only enact those policies that ensure their re-election which, as described above, will direct them to those with the resources to further this aim.

1.2.3 Conceptual Background

For Bullen and Rockart, CFs are made explicit for the purpose of setting priorities and allocating resources, especially for management attention. They state that CFs add value to the planning process by exposing those variables that will most affect success or failure in pursuit of organizational or managerial goals. CFs describe the operational necessities of the present state. Industry CFs are “a logical and necessary input into the corporate strategic planning process” and lower level (managerial) CFs provide useful insight into appropriate resource allocation, or operational planning Bullen, (1981). Logic would dictate that organizational-level CFs, which Rockart did not explore, also provide a necessary input into the strategic planning process. Rockart wrote in 1979, “Let me stress that the CF approach does not attempt to deal with information needs for strategic planning.” Bullen and Rockart, however, acknowledged that high-level CFs are a necessary input to the strategic planning process and that “for an organization to be successful, its strategy must be developed to allow it to excel in those areas where high performance is critical” Bullen (1981).

Building on Daniel’s early work, Robert N. Anthony et al. framed CFs as “aspects of the business” that were emphasized by management in the hope of gaining a competitive advantage Anthony, 1972). Caralli emphasized that CFs contribute toward the accomplishment of a mission and argued that when CFs are included in the assessment of an organization’s current environment, crucial operational elements that enable the success of the mission are more likely to be acknowledged in the resulting strategy Caralli, (2004). In each case, CFs can be viewed as a data filter that facilitates strategic or managerial decision-making. Caralli writes, “Critical factors (CFs) define key areas of performance that are essential for the organization to accomplish its mission. Managers implicitly know and consider these key areas when they set goals and as they direct operational activities and tasks that are important to achieving goals. However, when these key areas of performance are made explicit, they provide a common point of reference for the entire organization. Thus, any activity or initiative that the organization

Undertakes must ensure consistently high performance in these key areas; otherwise,the organization may not be able to achieve its goals and consequently may fail to accomplish its Mission" Caralli, (2004). Bullen and Rockart assert that for an organization to be successful, its strategy must be developed to excel in those areas where high performance is critical, and CFs are a logical input to the strategic planning process. (In fact, they assert that CFs are a necessary input to the strategic planning process.) But CFs do not provide sufficient input to strategy development. The CF method must be integrated with a fully defined strategic-planning method that includes a situation analysis component, a visioning component, and a goal-setting component. CFs fit naturally with planning because they allow an organization to define—at any point in time—the factors that are crucial to the organization's success during the planning period. Andrew C. Boynton and Robert W. Zmud assert that CFs are useful in both operational and strategic planning, where they "form a bridge between corporate strategic interests and the strategic planning of the information function." They go on to say that "CFs provide a means of explicitly relating information resources to an organization's strategic planning efforts" Boynton, (1984). The study was informed by three CFs which are; long term growth; Consumer Interest and Shareholder Investment incentives. These were demystified as Long term growth to constitute the business plan, profitable growth, Consumer Interest to constitute, value for money and retail pricing while Shareholder Investment incentives constituted constituent investment.

Service delivery refers to the actual output or results of an organization as measured against its intended outputs or goals and objectives .specialists in many fields are concerned with employee's ability to perform but also with a keen interest in the strategic plan of an organization, operations, finance, legal and organizational development(McGray,1996).

Services may be characterized in many ways with intangibility, inseparability, heterogeneity and perish ability, these characteristics also distinguish services from physical products. According to Chia, MC, Chin and Chin (2002) service delivery mean the ability to provide services that are fast, of high quality and offer satisfaction to the customer. Service delivery according to this study means accurate product and service billing, quality of service provision and service provision turnaround time. Quality of service provision according to palmer (2005) is the producing of goods and services according to the specifications that satisfy their need.

1.2.4 Contextual Background

Organizations in Uganda have been challenged to deliver more with fewer resources over the past decade (Cheung 2006a). Drives for productivity improvement and rising expectations from the private are just two obvious reasons for private sector organizations to deliver quality service to the private. When the pressure is on the front-line members of staff to deliver private services, the same pressure is inevitably transferred inwards to internal services that support the front-line staff. After all, external customers are said to be satisfied not just by an external-facing person in an organization, but by and through a chain of internal functional units (Finn et al. 1996).

On the practical side, understanding of the implementation of quality internal IT services by practical managers within the less-researched areas of private sector organizations can lead to deeper understanding could lead to the better implementation of quality internal IT services, which in turn, could have a positive influence over the quality of private services as a whole.

In the broader context, many critical factors identified in the private sector are equally applicable in the internal IT services of the private sector. Furthermore, a smaller number of critical factors are preferred over a larger number for the ease of management and monitoring. (Finn et al. 1996).In response to the

Ugandan government directive, in June 2000 Uganda Telecom Limited (UTL) was formed following the passage of the Communications Act. To improve on service delivery, in June 2000, UTL was privatized when the Government divested 51% of its shares to Ucom, a consortium formed by Detecon, of Germany, Telecel International of Switzerland and Orascom Telecom of Egypt. The Ugandan Government retained 49% ownership in UTL. As of July 2011, Uganda Telecom is a joint venture between a LAP Green of Libya, which owns 69% of UTL, and the Ugandan Government, which owns the remaining 31%.

1.3 Statement of the problem

A number of strategies have been put in place in UTL to improve and deliver on the service delivered to the customers. Schemes like recruitment of the spectrum monitoring and management team to carry out monitoring and inspections to ensure accuracy in operations, Consumer Affairs to handle complaints as of May 2013 and Customer care and billing center purposely to capture complaints and bill rectification from subscribers to call at toll free line 222,100 and 333 of which this two way communication amongst users will ensure better service delivery. Having said that even an increase in budget allocation has been done 750 million UGX on network availability but limited results have been achieved as our customers keep complaining Month on Month. In reference to the Uganda Communications Commission latest Quality of Services (QoS) report released on Monday 24th February 2014, indicates that on a scale of 0-14, Airtel registered 14 billing complaints compared to MTN's 9.5, Uganda Telecom 8.5 and Orange 2.5 in a survey conducted in December 2013.Airtel, MTN and UTL registered the highest number of complaints for sending unsolicited messages, erratic internet services and failure to give subscribers the agreed speed, running misleading adverts and mobile money-related complaints among others.

The survey report shows that of the surveyed 3 service providers who fell short of UCC's 2 per cent set maximum limit for dropped calls - an unsuccessful call attempt within a network coverage area due to network failure. For instance, MTN (2.28), Airtel (3.33), UTL (2.53) and Warid (1.53). This therefore means some work in terms of improvement of service delivery rendered where 3 of the four GSM network service providers quoted never met UCC's set minimum operating standards for quality service.

In respect to the above there is an urgent need to arrest the situation to avoid the suffering of the last mile customers, as this will impede customer experience thus curtailing worth worthy value for money services from UTL. It is on this premise the study sought to investigate the critical factors for service delivery at Uganda Telecom.

1.4 Purpose of the study

The study examined the critical factors for service delivery at Uganda Telecom.

1.5 Objectives of the study

i. To investigate the extent to which long term growth affects service delivery at Uganda telecom
ii. To study how consumer interest affects service delivery at Uganda telecom
iii. To examine the extent to which shareholder investment incentives affect service delivery at Uganda telecom

1.6 Research questions

The following research questions guided this study:-

a) To what extent does long term growth affect service delivery at Uganda telecom?

b) To what extent does consumer interest affect service delivery at Uganda telecom?

c) To what extent does shareholder investment incentives affect service delivery at Uganda telecom?

1.7 Research Hypotheses

a) Long term growth positively contributes towards service delivery at Uganda telecom.

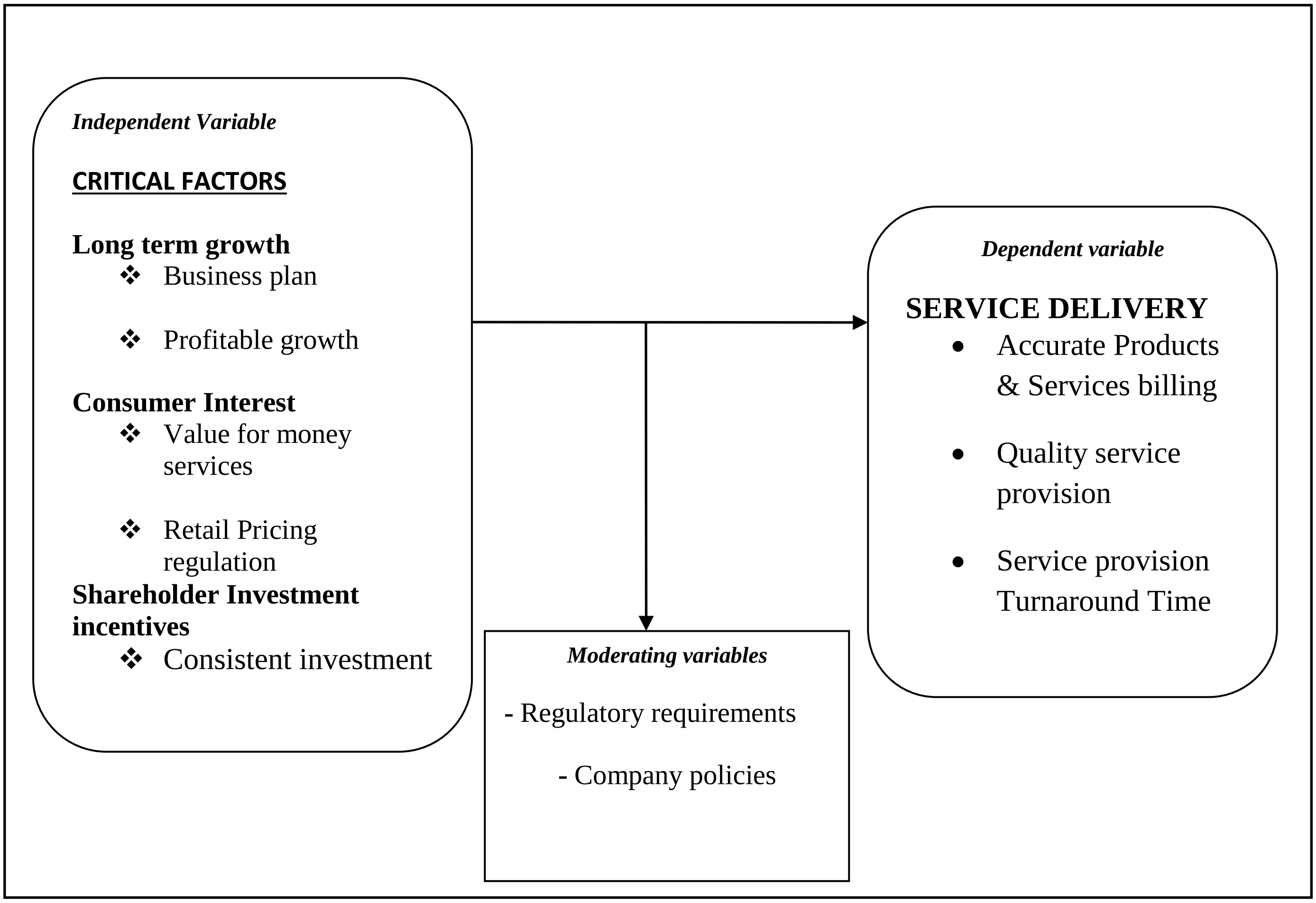
b) Consumer Interest has a positive relationship with service delivery at Uganda telecom.

c) Shareholder investment incentives positively contributes towards service delivery at Uganda telecom.

1.8 Conceptual Frame work

Conceptual frameworks (theoretical frameworks) are a type of intermediate theory that attempt to connect to all aspects of inquiry (such as problem definition, purpose, literature review methodology, data collection and analysis). Conceptual frameworks can act like maps that give coherence to empirical inquiry.

1.8 Conceptual framework Figure 1: Conceptual Frame Work Showing the critical factors for service delivery at Uganda Telecom.



Source: **adopted and modified from (McGray,1996), Chia, MC, Chin T & Chin H (2002), Hammitt, James K.et al,(2005), Harrington, Winston (2006).**

In the Conceptual frame work above, it denotes that the way regulation contributes to the service delivery of UTL. The dependent variable is the service delivery of UTL which is measured against accurate product and service billing, quality of service provision and service provision turnaround time. The variance were explained by three independent variables, Long term growth & development (Business plan, Profitable growth) Consumer Interest (Value for money services, Retail Pricing regulation) and Shareholder Investment incentives (Consistent investment) which are all related to the dependent variable.

The independent variable regulatory efforts gives room for the policies, procedures and methodologies agreed and accepted with UTL service delivery.

1.9 Significance of the Study

The study fostered the creation of new knowledge and awareness in the area of regulatory management in an industry sectors both in the private and public sectors. It contributed to the wealth of knowledge on telecom service delivery in a Ugandan setting.

Policy makers in the telecom service sector will use the findings to draw up policies in line with the different constructs under consideration in this study and the findings to enhance their service quality. Finally Scholars interested in carrying out further research in this area will use the results as a foundation.

1.10 Justification of the Study

This study was relevant in two aspects namely: First, armed UTL management with information in addressing numerous concerns with regulation and UTL service delivery. Secondly, this study provided supporting evidence to the factors that affect the overall service delivery of UTL.

1.11 Scope of the Study

This covered the boundaries of the study in terms of the content, geographical area and the time period.

1.11.1 Content Scope

The study covered the critical factors for service delivery at Uganda Telecom. These attributes included Long term growth & development (Business plan, Profitable growth) Consumer Interest (Value for money services, Retail Pricing regulation) and Shareholder Investment incentives (Consistent investment) and how they lead to the service delivery of organizations with focus on UTL. Service delivery was understood based on dimensions of accurate product and service billing, quality of service provision and service provision turnaround time.

1.11.2 Geographical Scope

The study was carried out on Uganda Telecom Ltd. UTL has its head office located at Telephone house in Kampala. It has eight departments located at Telephone House. The study covered the technical, commercial and billing units which are the key core commercial and technical functions in service delivery.

1.11.3 Time Scope

This study covered a period of two years from April 2011- April 2013. This is because the selected time period covered the complete operation years for which these unit operations were very effective and numerous changes happened to align the company to ensure service delivery is enhanced in the eyes of the customer.

1.12 Operational Definitions

Critical factor (CF) is the term for an element that is necessary for an organization or project to achieve its mission.

Service delivery in telecommunications is usually a set of components that provide services delivery architecture (such as service creation, session control and protocols) for a type of service.

Turnaround time is the time it takes to get a job done and deliver the output, once the job is submitted for processing.

Service provision is the act of performing a task for a business or person that wants or requires it in exchange for acceptable compensation. A business that specializes in some form of service provision usually needs to have qualified staff members on hand that are regularly available to perform the services that it offers to consumers.

Billing is the process of sending an invoice to customers for goods or services

Product is anything that can be offered to a market that might satisfy a want or need

Quality of service (QoS) is the overall performance of a telephony or computer network, particularly the performance seen by the users of the network.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This chapter presented the existing and related literature on the study variables of critical factors and the interrelations among them as put forward by various researchers and scholars' .Actual literature review is carried out on each of the operational variables so as to establish the possible relationship and gaps in previous studies examined. The literature is arranged according to the objectives of the study.

2.2 Theoretical review

This study is underpinned by two theories that is the Public Interest Theories (1960) and The Economic Theory of Regulation. Public Interest Theories advocates of the public interest theories of regulation see its purpose as achieving certain publicly desired results which, if left to the market, would not be obtained. The regulation is provided in response to the demand from the public for corrections to inefficient and inequitable markets Hahn, et al, (2000). Thus, regulation is pursued for public, as opposed to private, interest related objectives. However they are some gaps that point to Public interest theory as contrasted with public choice theory that is more cynical about government behavior and motives, and sees regulation as being socially inefficient. Moreover according to Stigler, G.J. (1972) regulation can be captured by incumbent firms to protect the market from the entry of competitors. Critics believe this will only occur when the public demands a better allocative efficiency Misham, E. J. (1969).This theory has no verified predictions or outcomes; therefore it is not viewed as a valid theory.

The positive or economic theory of regulation was introduced by Stigler in an article in 1971 It was later extended by one of his students, Peltzman, and has greatly influenced thinking on regulation theories. With many slight variations in interpretation this type of theory goes under a variety of names: Economic theory, Private interest theory, Capture theory, Special interest theory, Public choice theory, and probably many more.

Emerging from Chicago it is seen as a positive (economic) theory in which Stigler attempted to provide a theoretical foundation for an earlier notion of political theory that regulatory agencies are captured by producers. As a positive theory it assumes that regulators (political actors) are utility max misers. This means that the interest groups can influence the outcome of the regulatory process by providing financial or other support to politicians or regulators.

However they are some gaps which are not critically addressed by this theory which the positive (economic) theory contends that regulation is sought by the industry and designed for its own benefit .this has been criticized in variety of other regulatory areas amongst them is insurance regulation because insurance issues are generally complex and rarely salient issues .the insurance industry should have a great advantage over consumer groups , bureaucrats, and political elites. Thus if Stigler's economic regulation theory works anywhere then it should work in the insurance regulation.

2.2 Factors and service delivery in the telecommunications industry

Long term growth and service delivery

The world has become a global village with telecommunication being an indispensable tool in the entire process of globalization. However, it is not in dispute that Telecommunication industries play essential roles in this process. This is obviously why development in this vital sector over the years has been phenomenal all over the world. In fact, this is why emerging trends in socio - economic growth shows high premium being placed on Information and Communication Technology (ICT), by nations, organizations and homes. Unlike in the past, governments consider telecommunications service to be so vital to national interest and economic development that it was placed directly under their control in most countries until fairly recently, when deregulation and competition were introduced (Lee, 2003).

The emergence of Telecommunication has brought a new era in communication industry. The internet, mobile phone and computer, have brought about a fundamental shift in patterns of communication and human relationships. Communication revolution has also brought about amazing social, economic, cultural and psychological transformation. It has reduced the globe into a village through reduction of time and space (Keil & Johnson, 2005, Offurum, 2009). These recent advances in telecommunications technology have been an important vehicle in permitting information exchange to develop as a valuable commodity for moving the country into post industrial and information based economic growth. In this present world, a modern telecommunication infrastructural development is not only essential for domestic economic growth, but is a prerequisite for participation in increasingly competitive world markets and for attracting new investments.

The study validated that long term growth and development positively contributes towards service delivery at Uganda Telecom.in addition, long term growth and development enhances the performance of organizations (Jorion, 1997; Wideman, 1992; And Hiliman *et al*; 2005).further, cross (1995) observes that good decisions can result in lowered costs and competitive advantage, whereas poorly made outsourcing decisions can lead to a variety of problems, such as increased costs, disrupted service and even business failure.

Two schools of thought explain the relationship between telecommunication and economic growth. These are the Technophiles and the Technophobic. The technophiles believes that telecommunication has a positive effect on growth. They argued that ICT will expand productivity, improve employment and upgrade the quality of work in many occupations. Moreover, ICT will offer many opportunities for small scale, independent and decentralized form of production (Posu 2006). The technophobia regards telecommunication as having a negative effect on economic growth and widening the information gap between the rich and the poor, the literate and the illiterate. While admitting that ICTs could have profound changes on a society, Van Dijk (1999) believes that applications of ICTs and their transformative nature have been greatly exaggerated. They may destroy more jobs than they create; the gap between the rich and the poor may widen. Mansell (1999) saw the huge capital investments required on ICTs as diverting resources from other sectors of the economy that could have greater growth impacts.

There are various economic theories that elaborates more on how technological advancement e.g. telecommunications can bring about economic growth. The Technology Determinism Theory (Smith & Marx, 1994), society's cultural values, social structure and history are all technology driven. The theory posits that, rather than social context shaping technology, the uses of technology determine the growth and development of the society. This implies that technology dictate users' behaviour and action (Green, 2001). The implications of this postulate; is that cell phones (technology) exert large influence on the behaviour of people including members of the family.

The modern conception of economic growth began with the critique of Mercantilism, especially by the physiocrats and with the Scottish Enlightenment thinkers such as David Hume and Adam Smith, and the foundation of the discipline of modern political economy. David Ricardo argued that trade was a benefit to a country, because if one could buy a good more cheaply from abroad, it meant that there was more profitable work to be done here. This theory of "comparative advantage" would be the central basis for arguments in favour of free trade as an essential component of growth. Because of diminishing returns to capital, economies will eventually reach a point at which any increase in capital will no longer create economic growth. This point is called a "steady state". The model also notes that countries can overcome this steady state and continue growing by inventing new technology. In the long run, output per capita depends on the rate of saving, but the rate of output growth should be equal for any saving rate. In this model, the process by which countries continue growing despite the diminishing returns is "exogenous" and represents the creation of new technology that allows production with fewer resources. Technology improves the steady state level of capital increases, and the country invests and grows.

New capacity is more efficient because of new technology, improved methods and economies of scale. This leads to further price reductions, which further increases demand, until markets become saturated due to diminishing marginal utility. The endogenous growth theory that includes a mathematical explanation of technological advancement incorporated a new concept of human capital, the skills and knowledge that make workers productive. Unlike physical capital, human capital has increasing rates of return. Research done in this area has focused on what increases human capital (e.g. education) or technological change (e.g. innovation).

The "Big Push" which suggested that countries needed to jump from one stage of development to another through a virtuous cycle, in which large investments in infrastructure and education coupled with private investments would move the economy to a more productive stage, breaking free from economic paradigms appropriate to a lower productivity stage. Schumpeterian growth model sees growth as a process of creative destruction, which captures the dual nature of technological progress in doing so, they make old technologies or products obsolete. This destruction is referred as the annulment of previous technologies which makes them obsolete. Theoretically, the aggregate improvement will translate into economic growth.

Madden and Savage (1998) analyzed the relationship between telecommunications infrastructure investment and economic growth by taking a sample of transitional economies in central and Eastern Europe.

The study shows mutual causality between telecommunication investment and real economic growth at the aggregate level.

Fewer studies on telecommunications infrastructure concentrate on reducing transaction cost, increasing TFP (Total Factor Productivity) of the private sector and diffusion of new technologies, which will remedy the problem of the developing countries Belaid (2002). According to Rodini et al (2003), Telecommunications has impact on Human and Social capital through history, theory and growth in the developing world in Development Economies. In recent years, there have been a large number of telephone demand studies that emphasized the substitution or complementary between fixed and mobile telephone services. While some of these studies find substitution between mobile phones and fixed phones systems using consumer phone data.

Ding and Haynes (2004) investigated the role of telecommunication infrastructure in long-run regional economic growth in China for sample of 29 regions. The study used a dynamic fixed effects model for estimation, which allows testing the relationship between regional economic growth with initial economic condition, fixed investment, population growth as well as telecommunications infrastructures. On the basis of this study, telecommunication is both statistically significant and positively correlated to regional economic growth in China.

Vagliasindi et al (2006); Minges (1999); Madden and Coble-Neal (1999); and Okada and Hatta (1999), found out that mobile phones and fixed phones are moderate substitutes and that the lower the penetration rates of fixed phones, the stronger the substitutability between fixed and mobile phones. Critical studies of the influence of telecommunication on various key countries show a positive relationship between telecommunication and economic growth (Jorgenson 2001, Kraemer and Dedrick 2001). Posu (2006) used data for the period 1999-2004 to identify the impact of telecommunication on Nigerian economic growth and discovered that about 77% variation in GDP during 1999-2004 is attributable to investment in telecommunication.

Consumer interest and service delivery

Giving consumers meaningful choice encourages providers to compete by offering a range of services that are responsive to people's needs. Unless necessary to safeguard consumers, there should be no restrictions on who may provide legal services or how, nor should market actors place artificial constraints on choice. Consumers should be empowered to make informed choices, which in turn shape how the market operates Pindy. R. and D. Rubinfeld. (2007). To do this, consumers need the knowledge and skills to choose a suitable option for their circumstances. This also means understanding the implications of their decisions, for example choosing between a regulated and unregulated provider. Reliable comparative information on the characteristics of different providers can help with this. A strong consumer protection framework is also essential for giving consumers the confidence to exercise choice. Regulators need to develop a good understanding of choice behaviour and be realistic about the extent to which consumers can and will drive competition. Consumers have free choice. Consumers can choose from a range of services and providers Clowes, M, (2006). All entry barriers and restrictions facing providers are justified. Consumers can access reliable comparative information about providers in relation to price, quality and other characteristics. Consumers realize which services or providers are (un) regulated. Regulators understand how people make choices.

Consumers need good information for a range of purposes. It helps them know their rights and routes to redress. It enables them to identify when they have a legal need and the best strategy for dealing with this. Information on the characteristics and past performance of potential providers helps them to find the right professional help (if necessary) for their circumstances. Consumers also need to be able to make informed decisions at the start of their case and as it progresses in order to secure good outcomes Underhill, E.U. and E.E. Figucro. (2006). Good information is clear, succinct, accurate, timely and useful. Requiring providers to provide consumers with certain information can aid effective decision-making, but too much or complex information, misleading claims, small print and jargon can impede this. Giving consumers more information may not always be the best policy response and regulators should test proposed information remedies and existing requirements to assess whether they are effective Gujrati, D. (2002).

Technological advances mean that providers now hold increasing amounts of personal information. This offers benefits in terms of more personalized services and free content, but also creates data protection and privacy risks. The sensitive information lawyers may handle makes this especially important in legal services White, G.K. (2006). Consumers should not be coerced into handing over personal information for commercial purposes in order to be granted access to legal services.

Consumers' rights are simple to understand and easy to find. Regulatory data on the identity and performance of providers is available in suitable formats. Consumers have the right level and quality of information to make effective decisions at all stages of their matter. Any mandatory information requirements are adequate, complied with and working effectively. There are effective safeguards against the misuse of personal information Hiser, J., RM. Nayga, and O. Capps, Jr. (2009).

While the Access principle is about availability of services, fairness relates to the treatment of consumers by providers when using services. The rule of law demands that people should not be unfairly discriminated against due to their personal circumstances Kinsey, J. (2008). Equalities laws make it illegal to treat a person less favourably due to a protected characteristic and require providers to make reasonable adjustments for disabled people. In addition, a British Standard on inclusive service provision (BS18477) identifies the complex and dynamic nature of consumer vulnerability. Instead of defining consumers in specific groups as always vulnerable, it identifies „risk factors" related to a person's circumstances – such as bereavement, illiteracy, illness or disability – which could increase the likelihood of a consumer being at a disadvantage or suffering detriment. Vulnerability is transient – people can be vulnerable at some times, but not at others Kirshling, P. and RE. Linneman. (2007). Moreover, those providing or regulating services play an important role, potentially contributing to, or increasing the risk of, consumer vulnerability and detriment.

There is now an emphasis on fair behaviour for all consumers by providers, as seen in the Consumer Protection Regulations, regulatory initiatives and the fair and reasonable test applied by ombudsmen in their decisions. Fairness covers all aspects of the customer-provider relationship. It is not just about avoiding specific unfair practices that exploit imbalances of power or behavioural economics models of bias in consumer decision-making, but also fostering a culture where fairness is placed at the heart of the business model Salkever,A. (2000).

'Risk factors' potentially creating consumer vulnerability are identified. Evidence of discriminatory or unfair practice targeted at specific population groups is compiled. Any cross-subsidization across groups of consumers is justified. Consumer vulnerability is understood and given sufficient priority by decision-makers Kirshhng, P., RE. Linneman, and R Koehersperger. (2005). Relevant special interest groups are adequately consulted. Unfair trading practices are being monitored and intelligence is shared. There is a business culture where providers put the interests of consumers first.

Telecommunication services can change lives, so it's really important that consumers have a say in how these are provided. Regulators need to listen to the views and experiences of consumers, in order to design protections that take proper account of their needs and preferences. It is important not to treat consumers as one homogenous group but to recognize their diversity and segment accordingly Salkever, A. (2000). A range of consultative and research techniques can be used to ensure there is genuine two-way dialogue. Expert consumer representatives and organizations have an important role to work out what change is needed to benefit consumers and to give voice to their interests. Regulators should aim to consult consumers directly and via their representatives. Understanding the consumer interest should permeate the entire organization including at board level – having board members with expertise in consumer affairs would assist with this.

Increasingly, new technologies enable consumers to pool resources and provide direct feedback that leads to change Kreider, C.R., C.M, Gempesaw III, and J.R. Bacon. (2003). Despite this, consumers often lack buying power in their dealings with lawyers – they have little knowledge about the law, use legal services infrequently and often at times of distress. It is also difficult for them to mobilize and find a collective voice, unlike providers who can organize through professional associations. Service providers therefore will naturally often have the loudest voice on issues, so regulators must work even harder to understand the views and interests of consumers and give proper consideration to these.

There are good mechanisms for consumers to have a say in how services are delivered. Intelligence provided by consumers is informing risk-based regulation. Regulators are listening to consumers through dialogue and research. Regulators seek the views of expert consumer representatives Orlcr, V. and D. Friedman. (2008). Consumer organizations are adequately resourced and backed by strong powers. Regulators understand how to interpret the consumer interest. Regulators work openly and transparently so they can be held accountable for their performance.

The study validated that consumer interest has a positive relationship with service delivery at Uganda Telecom. this finding is supported by Hillman (2005) who agrees that consumer interest gives the company the value of providing to consumers the desired quality. Further Kerzner (1998) argues that consumer interest helps the organization to avoid to remain indifferent form consumer preferences and choices while Wideman (1992) suggest that consumer interest should be a continuous process used in all phases of the project.

Shareholder investment incentives and service delivery

An empirical literature in macroeconomics and finance has found a strong connection between uncertainty shocks and capital investment policies. Theoretical explanations for the response of investment to changes in idiosyncratic volatility have traditionally focused on the real option feature of investment. With costly reversibility, an increase in volatility changes the optimal timing of investment Leahy and Whited (1996). In addition, following the financial crisis of 2007, imperfections in financial markets have been explored as a potential mechanism that generates the observed link between uncertainty and investment.

In this paper we investigate the role of an agency conflict between a firm's manager and shareholders in explaining the relationship between uncertainty and investment. Increasingly, compensation contracts for executives of US public firms consist largely of own company stock and options. These contracts expose a manager to firm-specific risk, which is not borne by diversified shareholders. This drives a wedge between the pricing kernels, and therefore optimal investment policies, of a firm's manager and diversified shareholders. If shareholders are unable to perfectly monitor managers, firm investment policies observed in the data are likely to reflect the manager incentives induced by the compensation contract Guiso and Parigi (1999).

Importantly, the manager's optimal response to an uncertainty shock will depend on the structure of their incentive-based compensation contract.

We show that this agency conflict is important in understanding the response of investment to volatility shocks. To quantify the investment incentives of the manager, we develop a neoclassical model of firm investment that embeds an agency conflict between the manager and outside shareholders Bloom, Bond, and Van Reenen (2007). Firms are operated by managers that are compensated with their own company's stock and options, in addition to a fixed salary. Thus, the model explicitly links manager compensation contracts to optimal firm investment policies and provides predictions for the relationship between idiosyncratic volatility shocks, the compensation contract, and a manager's optimal investment policy.

The model predicts conditional relationship between firm-specific uncertainty and investment that can vary across firms and over time. We show that an increase in firm-specific uncertainty can incentivize a manager to either increase or decrease firm investment, where the sign and magnitude of the response depend on the structure of the compensation contract.

We use firm-level data on production and compensation contracts for a sample of US public companies over the period 1956 to 2012, to calibrate the model to match firm-year-level variation. From the calibrated model, we compute the optimal investment response to a volatility shock for a manager with the observed compensation contract. We do this for each firm-year in our sample and compare this panel of estimated manager investment incentives to the investment policies that would be optimal for a diversified shareholder.

The panel of predicted manager investment responses to volatility shocks, which are estimated from the model, exhibit significant cross-sectional and time-series variation. Moreover, we show that the predicted manager responses, estimated from the model, have strong predictive power for firms' observed investment responses to volatility shocks in the data. In particular, we find that the documented negative relationship between volatility and investment only is present for those firms which provide compensation contracts which predict this negative response. Taken together, our results suggest that understanding the structure of executive compensation contracts is important for understanding the link between uncertainty and investment observed in the data.

A significant strand of the investment literature has theoretically characterized the affect of uncertainty on optimal investment policies under different conditions for the firm's production technology, capital adjustment costs, the market structure, and risk aversion. One set of results finds that greater uncertainty can generate an increase in firm investment. If a firm's profits are convex in costs or demand, and the firm is able to easily scale up or down, then greater uncertainty increases the marginal value of an additional unit of capital and, consequently, investment. A second set of results has predicted a negative relation between uncertainty and investment. These papers show that with costly reversibility of capital, an increase in uncertainty can increase the value of the option to delay investment and result in a drop in investment. This real options effect generally predicts investment responses should be dampened with an increase in uncertainty as a firm's optimal inaction region expands.

Thus, the response of investment to uncertainty predicted by economic theory can be ambiguous and depends critically on the assumptions of the model environment.

The empirical literature on the relationship between uncertainty and investment has, in most cases, found a negative relationship whereby an increase in uncertainty predicts a reduction in investment. Leahy and Whited (1996) study the empirical relationship between uncertainty, measured using the volatility of firm equity returns, and investment for a panel of US manufacturing _rms. They find uncertainty has a strong negative impact on investment and that this is driven by uncertainty that is idiosyncratic to the firm, not a priced source of systematic risk. Bloom, Bond, and Van Reenen (2007) take a similar approach, using data for UK manufacturing firms for the period 1972{1991. They find evidence that the investment behavior of large manufacturing firms is consistent with a real options effect generated by costly reversibility.

Bachmann, Elstner, and Sims (2013) use business survey data for the US and Germany in a structural VAR framework and find innovations in this measure of uncertainty have a negative impact on economic activity. They find these effects to be prolonged, however, and argue that the observed responses are not consistent with the delay and fast rebound that would be predicted by a real options effect. Guiso and Parigi (1999) study a sample of Italian manufacturing firms and measure uncertainty using the subjective probability distribution of demand reported by the entrepreneurs in their sample. They find this measure of uncertainty displays a negative relation with the responsiveness of investment, consistent with a real options effect.

Panousi and Papanikolaou (2012) investigate the uncertainty-investment relationship by estimating panel regressions for US public firms, using idiosyncratic equity return volatility as their measure of uncertainty. They find a negative relationship between investment and uncertainty and show that the magnitude of this effect is increasing in the fraction of insider ownership. They attribute these results to the impact of undiversified idiosyncratic risk borne by managers that have incentive-based compensation packages.

An additional proposed explanation for the investment-uncertainty relationship comes from costly external financing. The basic intuition is that higher idiosyncratic volatility increases the probability of distress and consequently increases the cost of external financing.

Gilchrist, Sim, and Zakraj_sek (2013) investigate these two mechanisms in a general equilibrium model of firm investment and financing. They conclude that the costly external financing channel has a greater ability to explain the empirical patterns they find in the data.

Our focus in this paper, the role of executive compensation contracts, represents a third, complementary mechanism. While these proposed mechanisms need not be mutually exclusive, they each carry different implications and predictions for the relationship between uncertainty and investment. An important distinction of the agency conflict we study in this paper is that it predicts the relationship between investment and uncertainty will be conditional, varying both across firms and over time. In panel regressions of firm investment, we find support for this prediction.

This finding is corroborated by Oldfield, (1997), who states that, Shareholder Investment Incentives must start with the understanding that organizations exist for the purpose of building human resources and national building and vice versa. In addition, Oldfield and Santomero (1997) argue that, Shareholder Investment Incentives eliminates risks that face entities, and in so doing, improve business survivability. Organizational culture enables building a block of approaching to offset unusual exposure, susceptibilities and vulnerabilities; such as diversification (Jorion, 1997).

2.3 Summary of the Literature Review

Various scholars who have expressed their views of critical factors for service delivery. I noted that, given the ever changing business needs , regulatory environment and diversity of policies and procedures being created by companies globally and locally critical factors for service delivery must be reviewed, evaluated, and strengthened regularly in order to stimulate service delivery. However, it is sad to note that all authors have not addressed the problem in detail which calls for further investigation to determine critically the impact of these factors on service delivery in order to fill the existing gap. It should be noted that it is not proper to mainly emphasis the above three factors and expect the organizations to stand the test of time without periodically modifying their procedures in order to meet current market and business conditions.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This section presents a detailed plan and methods of systematically obtaining data for the research. Therefore this section covers; the research design, the study population, the sample size and selection of sample, the sampling techniques and procedures, the data collection methods, the procedures of data collection, the data analysis, and the measurement of variables.

3.2 Research design

The study was carried out mainly using Cross-Sectional Survey Design .Cross-Sectional Survey Design collects data to make inferences about a population of interest at one point in time. The advantage of Cross-sectional surveys is its flexibility in that it can be conducted using any mode of data collection, including telephone interviews, face-to-face interviews and mailed questionnaires Crossley,Archibald (1985). Both quantitative and qualitative approaches were employed. This approach was relevant to my study because assisted me in estimating the prevalence of outcome of interest because the sample was taken from the whole UTL population; also the data outcomes were used in planning, and for the generation of hypotheses; also my study entailed follow up which was done with ease. Pine, Pitts, Nugent (1997)

3.3 Study population

The study targeted a study population of 70 subjects, constituting of two departments (Finance operations and customer operations) staff, senior and middle managers at UTL as depicted in Table 1. These were selected because they actively involved in the implementation of the day to day operations in these particular departments. It also targeted key members of the UTL management team to get the strategic views on the research topic.

3.4 The sample size and sampling technique

Table 1: Determining Sample Size from a Given Population

Level of structure	Target Population Size	Sample Size	Sampling Technique
Finance department			
Staff at Senior management	10	10	Purposive sampling
Customer Operations department			
Staff At Senior Management	15	14	Purposive sampling
Staff At Middle Management	50	39	Simple random sampling
Total	**75**	**63**	

Source: primary data

Mugenda & Mugenda (2003) advises that the researcher should take a sample size which is big enough to ensure confidence and reliability of the results. Sekaran, (2003) argues that a sample size that is larger than

30 but smaller than 500 is appropriate for most research. The study sample size was determined using Krejcie & Morgan tables. According to Sarantakos, (2005) an easy to use sample size table is offered to facilitate sample size determination. The samples used in the study were selected using the simple random sampling and purposive sampling. The sample size was 63 respondents.

3.5 Sampling Techniques and Procedures

According to Sekaran (2003), sampling is the process of choosing the research units of the target population, which are to be included in the study.

A probability sampling method is where all elements have an equal chance of being selected. Herman Ader & Gideon Mellenbergh (2003). Non probability sampling is any sampling method where some elements of the population have no chance of selection (these are sometimes referred to as 'out of coverage'/'under covered'), or where the probability of selection can't be accurately determined. It involves the selection of elements based on assumptions regarding the population of interest, which forms the criteria for selection.

3.5.1 Purposive sampling

Purposive sampling technique under non-probability sampling was used to select Staff at senior management in the Finance operations, Customer operations departments. The technique was used because; the focus of the researcher is to get in-depth information and not simply making generalizations. Those selected provided the required information in-depth since their selection was based on their appropriateness to give the required information.

3.5.2 Simple Random Sampling

In a simple random sample ('SRS') of a given size, all such subsets of the frame are given an equal probability. Each element of the frame thus has an equal probability of selection: the frame is not subdivided or partitioned. Furthermore, any given pair of elements has the same chance of selection as any other such pair (and similarly for triples, and so on). This minimizes bias and simplifies analysis of results. In particular, the variance between individual results within the sample is a good indicator of variance in the overall population, which makes it relatively easy to estimate the accuracy of results. This method was used to sample Staff at Middle management in the Legal, Finance operations ,HR operations and Technical departments.

3.6 Methods of Data Collection

3.6.1 Questionnaire Survey

The questionnaire design was carefully followed the research objectives guiding the study. Neuman (2003) defined a questionnaire as a survey in which the researcher conceptualizes and operationalizes the variables and questions. Questionnaires were very appropriate for collecting information regarding surveys that deal with the perception of the variables. The questionnaires were self-administered to the respondents who were able to read and answer questions without being influenced by the interviewer. A semi- structured questionnaire was the main instrument of data collection for the study. A Likert type of questionnaire was designed and administered on Staff at Middle management in the Legal, Finance operations , Customer operations departments, as respondents to explore their responses regarding the different statements describing the key variables of regulatory efforts and service delivery of the organization with the case study of UTL. The main advantage of self-administered questionnaires is that the researcher or member of the research team can take control and ensure that all the completed questionnaires are completed within a short period of time (Sekaran, 2003).

3.6.2 Interviewing

This is a method of data collection where the investigator is given a chance to gather data through direct verbal interaction with participants (Amin, 2005). The researcher used the interview to collect data from selected key informants among the Staff at senior management and middle management staff at UTL in his researcher endeavor. The researcher chose the above categories of respondents because they were key and central among all the respondents. An interview guide consisting of structured questions was designed and administered to the above relevant and key stakeholders. Information solicited by this instrument helped the researcher to enhance response from the self-administered questionnaires and make it possible for the researcher to cross examine some key issues in the research. Interviewing is a good method for producing data based on information priorities, opinions, and ideas based on informants. Thus, respondents have an opportunity to expand their ideas, explore their views and identify what they regard as their crucial factors (Babbie, 1990).

3.7 Data Collection Instruments

3.7.1 Questionnaire

Adopted from Mugenda & Mugenda (2003) collection of data involved use of a researcher administered questionnaire which contained both structured closed-ended questions and unstructured open-ended questions.

3.7.2 Interview schedule

The researcher employed an Interview Schedule which contained an open-ended questions to be asked during face-to-face interviews with key informants. During the interviews, the researcher asked standard questions and nothing more based on Leedy & Ormrod (2001).

3.8 Validity and Reliability of Research Instruments

3.8.1 Validity

In scientific research, validity refers to the extent to which the instruments are relevant in measuring what they are supposed to measure (Amin, 2005). The researcher requested the two supervisors to score the content with the questionnaire: and the average percentage of the score was used to determine the Content Validity Index (CVI). In cases where the average percentage was found to be above 50%, the content was considered to be valid. The formula below was used to check for validity of the research questions:

$$CVI = \frac{R}{R+N+IR}$$

Where;

R is Relevant.

N is Neutral,

IR is irrelevant.

Whereby R is Relevant. N is Neutral, and IR is irrelevant. The closer the value to 1. the more valid is the instrument (Amin. 2005).

Score from supervisor 1: R=75%, N=5%, IR=10% result= 83%

Score from supervisor 2: R=80%, N=5%, IR=15% result= 70%

From the two supervisors the average score was 82 % which made the questionnaire content valid.

The researcher used the same Interview Schedule on all the interviewees and cross check the answers with the organization's documents.

The closer the value is to 1, the more valid is the instrument (Amin, 2005). The researcher used the same Interview Schedule on all the interviewees and cross check the answers with the organization's documents. According to Sarantakos (1993), validity is the property of a research instrument that measures its relevance, precision and accuracy. Validity tells the researcher whether an instrument measures what it is supposed to measure and whether this measurement is accurate and precise. It measures the quality of the process of measurement, and one that reflects the essential value of a study, and which is accepted, respected and indeed expected by the researchers and users of research.

3.8.2 Reliability

Reliability was established using SPSS Reliability Analysis Scale (Alpha coefficient). This is because of its easy and automatic applicability which fitted a two or more point rating scale. The instruments of the research were based on the Likert type five-point scale. The researcher used Alpha co-efficient because it is easy and automatic to apply.

The formula of Cronbach's Alpha Coefficient (α) used was;

$$\alpha = \frac{K}{K-1}\left(1 - \frac{\sum SD^2i}{SD^2t}\right)$$

where

α = Alpha coefficient

K = Number of items in the instrument

$\sum$ = Sum

SD^2i = Individual item variance

SD^2t = Variance of total score

The researcher used Alpha co-efficient because of it being easy and automatic to apply.

Substituting in the formula:

$\alpha = 0.874$

K= 53 items

$\sum SD^2 i = 361.584$

The instrument was found to be valid in this study at 0 .874. The researcher used Alpha co-efficient because of it being easy and automatic to apply.

3.9 Data Management and Analysis

3.9.1 Quantitative Data Analysis

After obtaining quantitative data from close-ended questions, it was edited to remove any errors. Data was cleaned and coded according to themes derived from the research objectives. Quantitative data was edited. The process of cleaning the data was done to remove any errors and help improve the reliability of the data. Statistical packages of data analysis such as Excel and SPSS were employed to tabulate the raw data and provide comparisons that eased the analysis. The collected data was analyzed using quantitative analysis which majorly involves six major activities namely, data preparation, counting, grouping, and relating, predicting and statistical testing. Data preparation involved all forms of manipulations that were necessary for preparing data for further processing such as coding, categorizing answers to open-ended questions, editing and checking as well as preparation of tables; counting, including the mechanical task of registering the occurrence and frequency of the occurrence of certain responses. Grouping and presentation involve d ordering of similar items into groups. Data was then distributed and presented in the form of tables and graphs. Establishing relationships involved cross-tabulation and statistical tests to explain the occurrence, direction and strength of relationships, while predicting - a process of extrapolating trends identified in the study into the future helped the researcher to conduct statistical testing.

3.9.2 Qualitative Data Analysis

To analyze qualitative data, the researcher identified and transcribe the qualitative findings into themes. The themes were arranged into different categories from which lessons were deduced for reporting. Such reporting was done manually written in paragraphs. The researcher used content comparisons, logical analysis, and expert judgment. Subjective analysis was also used to enrich the information given with vivid reporting.

This bridged the information gap on issues that the researcher was not able to quantify, such as the perception of the interviewees.

3.10 Procedure for Data Collection

A letter of introduction was obtained from the School of Management Science of UMI introducing the researcher to the field. This followed appointment of research assistants who together with the researcher went to the field to pre-test the instruments and later collected the data.

3.11Measurement of Variables

The independent variable regulatory efforts was measured using the following constructs: Compliance, Social affairs and economic affairs. While the dependent variable service delivery was measured using the following parameters; Accurate Products & Services billing, Quality service provision, Service provision Turnaround Time.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter presents data collected using the questionnaire, documentary analysis/literature review, interviews and observation of the case study described in Chapter 3. The corresponding interpretations also follow each presentation. The results of the study are presented according to the study objectives and research questions. The findings in this chapter were also arrived at by analyzing and interpreting the available data using SPSS and Microsoft Excel software. All the responses are presented in terms of frequencies, percentages and correlation matrices which are displayed in tables, graphs and charts. The statistical data from the quantitative part of the questionnaire was also supported by the qualitative data of the study from the interviews and observation. The quantitative data was analysed based on a Likert's scale of 1- (Strongly disagree) to 5-(Strongly agree scale rate).

4.2 Response Rate

The total number of respondents who constitute the sample used in this dissertation are summarised in Table 2 below.

Table 2: Showing the Response Rate

Nature of Response	Frequency	Percentage
UTL Staff		
Response	60	95%
Non-response	3	5%
Total	**63**	**100**

Source: *Primary Data*

A total of sixty (63) questionnaires were distributed to UTL staff and sixty (60) questionnaires were returned. The response rate for the distributed questionnaires was therefore 95 percent (95%) as shown in the Table 2 above. Darren (2002) asserts that for a study to score above 80%, it shows that the study was perfectly and well monitored meaning that to a great extent the questions were perfectly understood by all the respondents from the study.

4.3 Characteristics of the respondents

The background information of the respondents was considered necessary because the ability of the respondents to give satisfactory information on the study variables may be affected by their background. This information was about the respondents' gender, age, and education level, duration in current employment, department and position held in organisation. The purpose of collecting background information about the respondents was to help in establishing the sample characteristics and to be able to form appropriate opinion about the research findings.

Table 3: Level of Education

		Frequency	Percent
Valid	Bachelors	32	53.3
	Post Graduate	17	28.3
	Masters	10	16.7
	Phd	1	1.7
	Total	60	100.0

Source: *Primary Data*

The findings in Table 3 above revealed that the majority of the UTL staff had attained a bachelors level of education and these accounted for 53.3% of the total sample; 28.3% had attained Post Graduate degree, 16.7 % had obtained Masters while 1.7% had obtained PhD . With the above statistics, we can say that UTL staff have the basic qualifications to conduct UTL operations i.e. over 75% of the respondents from UTL have attained the required basic education (from bachelors to post graduate).

Table 4: Duration you have worked in this organization

		Frequency	Percent
Valid	1-3 years	24	40
	4-6 years	20	33
	7-9 years	15	25
	10 years and above	1	2
	Total	60	100.0

Source: *Primary Data*

Duration respondents had worked in the organization (Table 4) was chosen as one of the characteristics so as to ascertain the respondents' experience with the company's operations. The study results showed that 33% of the respondents had worked in the company for 4-6 years, 40% for 1-3 years, 25% for 7-9 years and while 2 % had worked with BAL for 10 years and above. Overall, most of the respondents (60%) had worked for their respective organizations for more than 4 years.

Table 5: Duration and level of management

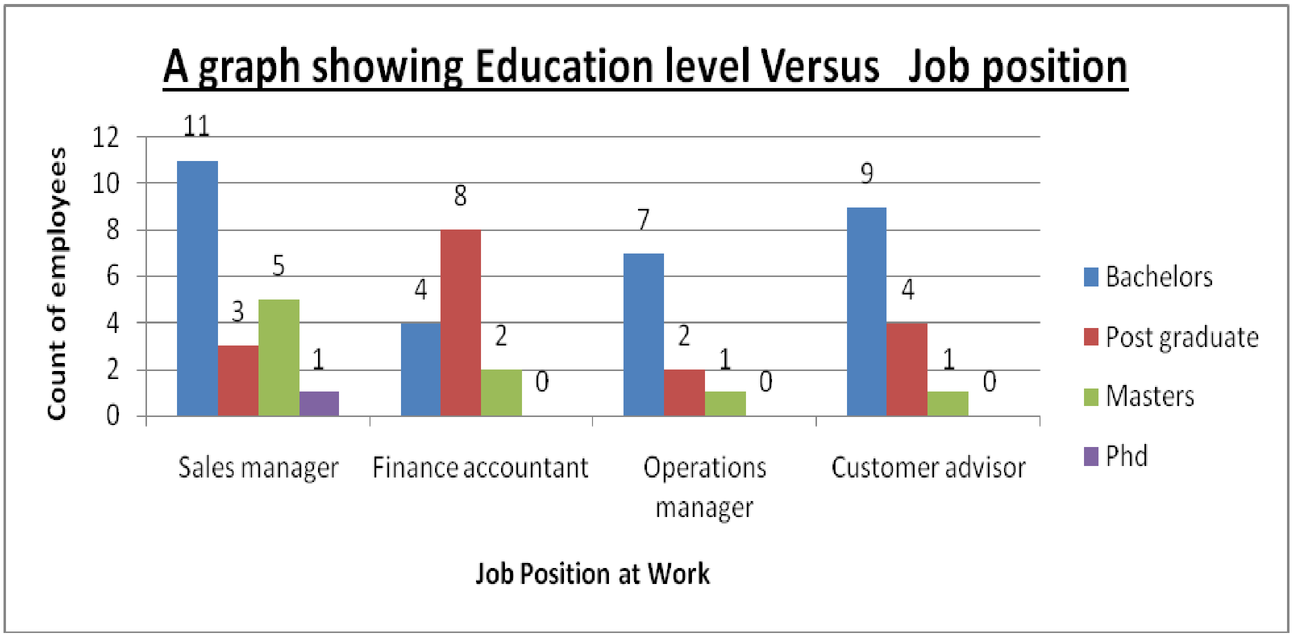
			Which department do you belong to?			
			Finance	Sales And Distribution	Marketing	Total
DURATION	less than a year	Count	3	4	1	8
		% within department	15.8%	13.8%	9.1%	13.3%
	1-3 years	Count	4	9	5	19
		% within department	21.1%	31.0%	45.5%	31.7%
	4-6 years	Count	10	8	4	22
		% within department	52.6%	27.6%	36.4%	36.7%
	7-10 years	Count	2	8	1	11
		% within department	10.5%	27.6%	9.1%	18.3%
Total		Count	19	29	11	60
		% within department	100.0%	100.0%	100.0%	100.0%

Source: *Primary Data*

Table 5 shows the number of years and department in the organisation. Of the finance department respondents, 15.8% had worked with the organisation for less than a year, 21.1% had worked with the organisation for 1-3 years, 52.6% for 4-6 years, and 10.5% for 7-10 years. In the sales and distribution department, 13.8% had worked with the organisation for less than a year 31.0% had worked with the organisation for 1-3 years, 27.6% for 4-6 years, and 27.6% for 7-10 years. In the marketing department 9.1% had worked with the organisation for less than a year, 45.5% had worked with the organisation for 1-3 years, 36.4% for 4-6 years, and 9.1% for 7-10 years.

This implies that the sales and distribution department of the organisation is perceived by the employees as conducive while the working conditions and terms might be that favourable, giving reason for workers to stay in the organisation for relatively longer periods. The justification for asking for duration the respondents had worked in the organization was chosen so as to find if it Had An Influence On The Relationship Between Critical Factors For Service Delivery At Uganda Telecom.

Figure 2: A graph showing education level versus job position at Uganda Telecom



Source: *Primary Data*

Figure 2 shows the education level of the different job portfolios in Uganda telecom. Of the sales managers, 11 have a bachelor's degree, 3 have post graduate, and 5 have a master's degree while 1 is a PHD holder. 4 of the finance accountant hold bachelor's degree, 8 postgraduate and 2 have master's degree, of the Operations managers 7 hold bachelor's degree, 2 postgraduate and 1 have master's degree while of the customer advisors 9 hold bachelor's degree, 4 postgraduate and 21 has a master's degree.

This informs that sales managers and customer advisors positions do not relate to academic accreditation they are mainly performance based jobs whereby if one shows the results he will definitely qualify for the position he or she is vying to fill. This is a little bit different from the finance and operational departments whereby more is attached to the skill, experience plus the academic knowledge one envisages in the department.

The justification is key as other departments espouses results others should critically espouse technical knowhow abilities as a combination of these two will drive service delivery to insurmountable levels in any company.

4.4 To investigate the extent to which long term growth and development affects service delivery at Uganda telecom.

The first objective of the study was to investigate the extent to which long term growth and development affects service delivery at Uganda telecom

The variable was measured using 7 items scored on five point Likert scale of 1=strongly disagree, 2= Disagree, 3=Neutral, 4=Agree, 5= strongly agree the results from the process of are displayed in table below.

Table 6: LONG TERM GROWTH

	N	SA	A	NS	DA	SDA	Mean	Std. Dev
UTL management ensures growth and development of the company in respect market share and profits	60		1.7%(1)	1.7%(1)	38.3%(23)	58.3%(35)	4.53	.623
UTL management is keen about the company image and reputation in respect to growth	60		1.7%(1)	1.7%(1)	30%(18)	66.7%(60)	4.62	.613
UTL management benchmarks annual performance to ensure there is growth year on year	60			1.7%(1)	43.3%(26)	55%(33)	4.53	.536
Once losses are registered diverse measures are taken to averse the situation by UTL management	60		1.7%(1)	1.7%(1)	40%(24)	56.7%(34)	4.52	.624
The company celebrates milestone achievement in respect to growth and development	60		1.7%(1)	1.7%(1)	45%(27)	51.7%(31)	4.47	.623
There is envisaged growth of UTL as a telecommunication company	60	45%(27)	53.3%(32)	1.7%(1)			3.52	.537
As staff the company is on track to achieve to consistent and sustainable development	60	53.3%(32)	41.7%(25)	3.3%(2)	1.7%(1)		3.47	.650

Source: ***Primary Data***

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

From the table 6 above, the respondents were asked whether UTL Management ensures growth and development of the company in respect market share and profits. The results from the study revealed that, of the total respondents, 96.6% of the respondents were in agreement as shown by the statistics (58.3% strongly agreed); 1.7% disagreed and 1.7% were Neutral. The different statistics implied that as part of long term growth & development , UTL management should uphold this virtue . However, the 1.7% who disagree are an indicator that there is something to be done in as far as long term growth & development is concerned; that said there is need for a tangible and physical attributes which need to be seen to confirm the long term growth & development.

In determining whether UTL management is keen about the company image and reputation in respect to growth the study revealed that; of the total respondents, 97% of the respondents were in agreement as shown with the statistics (66.7% strongly agreed); 1% disagreed and 1% were Neutral with a mean of 4.62 and a minimal deviation. This was further supported in the interviews as one of the officers said,

"From his side of things the current management is trying to do all its possible ....though the shareholders are letting down the company the investment levels are very low and the company seems not progressing yet this demoralises the staff that everyday wake up and come to work"

From the findings above it shows that the UTL management has played its role possible but there is a missing link. This informs that once he shareholders do their part the company reputation in respect to its debts, who have publicized the company as anon paying company will improve.

In order to find out whether UTL management benchmarks annual performance to ensure there is growth year on year; respondents were asked to state the extent to which they assented with the above. Of the total respondents, 98.3% of the respondents were in approval that UTL management benchmarks annual performance to ensure there is growth year on year (14% strongly agreed); and 1.7% were Neutral. From the statistics above, this is a key attribute which should be upheld by the UTL management so as to promote long term development and thereby improve their service delivery.

In order to find out whether, Once losses are registered diverse measures are taken to averse the situation by UTL management; respondents were asked to state the extent to which they assented with the above. Of the total respondents, 97% of the respondents were in approval that Once losses are registered diverse measures are taken to averse the situation by UTL management (56.7% strongly agreed); 1.7% disagreed and 1.7% were Neutral. From the statistics above this is a key attribute which should be upheld by UTL management since 97% is very satisfactory, in other words, UTL management has to keep tabs of such key long term development concerns.

In an interview with one of the managers, he had this to say,

"This is something plausible and UTL management should make it a point so that the such key long term growth concerns *are adhered to so that local workers feel valued especially they are the ones doing all the operational work in the company "*

From the findings above it shows that for the company to drastically improve in operations the local employees have to be motivated as that are the key engine o driving all the operational works. This informs that once the local workers are happy many concerns will be dealt with and an improved wave of development might be triggered.

In determining whether the company celebrates milestone achievement in respect to growth and development the study revealed that; of the total respondents, 97% of the respondents were in agreement that the company celebrates milestone achievement in respect to growth and development as shown with the statistics while 1.7% were neutral and disagreed respectively.

In order to find out how if there is envisaged growth of UTL as a telecommunication company , respondents were asked to state the extent to which they assented with the above. Of the total respondents, 98% of the respondents were in disapproval that there is envisaged growth of UTL as a telecommunication company while 2% said they were not sure.

This was further supported in the interviews as one of the respondents said,

> *"From there end the growth is very minimal those the system are working there more which is needed from the shareholders so that the company can flourish and gain back it past glory....................but this is all possible if our shareholders do what is meant to be done."*

From the findings above it informs that there is a missing link for the company to regain its past glory which has to worked upon. And the key to this is the share older investment in the company.

From the statistics above, this is a key attribute which should not be overlooked by the UTL management as its absence or if poorly carried out may greatly degenerate the service delivery and organisational performance of the staff and in the end, that of the organisation.

From the table 6 above; the respondents were asked whether as staff the company is on track to achieve to consistent and sustainable development. The results from the study revealed that, of the total respondents, 95% of the respondents were in disagreement as shown by the statistics (1.7% disagreed); and 3.3% not sure. The different statistics implied that as part of performance of UTL, this key aspect in enhancing performance and service delivery of staff.

Table 7:Relationship between long term growth and service delivery

Correlations

		LONG TERM GROWTH	SERVICE DELIVERY
LONG TERM GROWTH	Pearson Correlation	1	.267*
	Sig. (2-tailed)		.039
	N	60	60
SERVICE DELIVERY	Pearson Correlation	.267*	1
	Sig. (2-tailed)	.039	
	N	60	60

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

From the table 7, above it is indicated that there is a statistically positive correlation between long term growth and service delivery of UTL staff. (r =.267, P<.0.039). The study therefore validated the hypothesis that Long term growth positively contributes towards service delivery at Uganda telecom.

As noted from the interview with the finance officer, he mentioned that;

> *"This one area where the company has to plan strategically and makes sure it delivers on its plans UTL being a service provider of Data, Voice & fixed services if we fail to plan in the long run we will be run over………."*

From the findings above this informs that long-term planning has a key role in service delivery amongst this is enhancing continuity in business development to avoid your competitors running over you and avoid the churning of your customers to competition.

4.4.1 Regression analysis results

To further enhance the relationship between independent variables and service delivery at Uganda telecom, regression analysis is employed and the results of each independent variable and service delivery are summarized in the tables below.

Table 8: long term growth and service delivery

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.267[a]	.071	.055	.25877	.071	4.459	1	58	.039

a. Predictors: (Constant), **LONG TERM GROWTH**

From the summary in table 8 above shows the coefficient of determination R^2 value of 0.071 shows that 7.1% in variation in service delivery is explained by long term growth .The adjusted R^2 = 0. 055 at significance 0.039 suggested that long term growth & development was a weak predicator of service delivery.

This implies that only 7.1 %(0.071*100%) variation can be explained by the long term growth & development and the 92.9% can be explained by other factors.

4.5 To study how consumer interest affects service delivery at Uganda telecom

The second objective of the study was to study how consumer interest affects service delivery at Uganda telecom. The findings of this objective were gathered from questionnaires from UTL staff. To study how consumer interest affects service delivery at Uganda telecom

was measured using 8 items scored on five point Likert scale of 1=strongly disagree, 2= Disagree, 3=Neutral, 4=Agree, 5= strongly agree the results from the process of are displayed in table below.

Table 9:UTL staff views on CONSUMER INTEREST

	N	SA	A	NS	DA	SDA	Mean	Std. Dev
UTL management ensures customer needs are priority in all its business undertakings	60			3.3%(2)	50%(30)	46.7%(28)	4.43	.563
UTL management focuses its individual attention of customers	60			1.7%(1)	43.3%(26)	55%(33)	4.53	.536
Staff individual opinions in respect to customers are treated with high regard in UTL	60			6.7%(4)	45%(27)	48.3%(29)	4.42	.619
UTL Management ensures fair usage policy is implemented in all in products to the customers	60			1.7%(1)	60%(36)	38.3%(23)	4.37	.520
UTL services are value for money to customers	60			5%(3)	55%(33)	40%(24)	4.35	.577
UTL management ensures no erroneous tariffs are charged to customers	60			1.7%(1)	46.7%(28)	51.7%(31)	4.50	.537
UTL management values customer feedback	60			3.3%(2)	36.7%(22)	60%(36)	4.57	.563

Source: *Primary Data*

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

From the table 9 above, the respondents were asked whether UTL management ensures customer needs are priority in all its business undertakings. the results from the study revealed that, of the total respondents, 97% of the respondents were in agreement as shown by the statistics (47% strongly agreed); and 3.3% were neutral. the different statistics implied that as part of consumer interest, UTL management should uphold this virtue . However, the 3.3% who were not sure there should be something to be done in as far as consumer interest is concerned.

In determining whether UTL management focuses its individual attention of customers the study revealed that; of the total respondents, 98% of the respondents were in agreement as shown with the statistics (55% strongly agreed); and 1.7% were neutral with a mean of 4.53 and a minimal deviation. this was further alluded in the interviews as one of the officers said,

"As employed staff of the company we put consumer interests at heart and we try with the available resources to help out consumers and the current management pushes us though what is happening is above management the shareholders need to come in"

From the findings above it informs that employees are doing their cut out work and draws meaning that what is evidenced on ground is the result of their hard work which means more would be achieved if the shareholders do their part.

In order to find out whether Staff individual opinions in respect to customers are treated with high regard in UTL; respondents were asked to state the extent to which they assented with the above. Of the total respondents, 93% of the respondents were in approval that Staff individual opinions in respect to customers are treated with high regard in UTL (48% strongly agreed); and 6.7% were Neutral. From the statistics above, this is a key attribute which should be upheld by the UTL management so as to promote service delivery while espousing consumer interest as a critical factor in organisational performance.

In order to find out whether, UTL Management ensures fair usage policy is implemented in all in products to the customers ; respondents were asked to state the extent to which they assented with the above. Of the total respondents, 98% of the respondents were in approval that UTL Management ensures fair usage policy is implemented in all in products to the customers (8% strongly agreed); while 1.7% were Neutral. From the statistics above this is a key attribute which should be upheld by UTL management since majority of the respondents were satisfied.

In an interview with one of the managers, he had this to say,

"The management ensures that we emphasise a fair usage policy to all our customers this is because it's them who provide us with business what is the use of cheating our customers................ "

From the findings above, they inform that there is fairness in service provision as emphasized by the regulation body UCC. This means they is no cheating of customers and what a customer pays he/she is what he/she gets.

In determining whether UTL services are value for money to customers the study revealed that; of the total respondents, 95% of the respondents were in agreement that UTL services are value for money to customers while 5% were not sure.

This was further supported in the interviews as one of the respondents said,

"*We provide what we promise and in most times since we are the ones looking for customers we provide even more.........................."*

From the findings above, they inform there is over and beyond what is provided to the customer which is a good aspect as this increases customers satisfaction thus avoiding churning of customers.

In order to find out how if UTL management ensures no erroneous tariffs are charged to our customers, respondents were asked to state the extent to which they assented with the above. Of the total respondents, 98% of the respondents were in approval that UTL Management fosters and does not entail erroneous tariffs charges to customers while 1.7% said they were not sure.

From the statistics above, this is a key attribute which should not be overlooked by the UTL management as its absence or if poorly carried out may greatly degenerate the service delivery and in the end, the whole organisation.

From the table above; the respondents were asked whether UTL management values customer feedback. The results from the study revealed that, of the total respondents, 97% of the respondents were in agreement as shown by the statistics and 3.3% were not sure. The different statistics implied that as part of service delivery at UTL, this key aspect in enhancing service delivery which should not be neglected.

Table 10:Relationship between consumer Interest and service delivery

Correlations

		CONSUMER INTEREST	SERVICE DELIVERY
CONSUMER INTEREST	Pearson Correlation	1	.033
	Sig. (2-tailed)		.805
	N	60	60
SERVICE DELIVERY	Pearson Correlation	.033	1
	Sig. (2-tailed)	.805	
	N	60	60

From the table 10, above it is indicated that there is a positive correlation between consumer interest and service delivery at UTL. (r =.033, p<.0.805). the study therefore validated the hypothesis that consumer interest has a positive relationship with service delivery at Uganda Telecom. as noted from the interview with the commercial officer, he mentioned that;

> *"This one area where we really score high when contracting our partners this is because we have a national mandate of distributing services and products to all the citizens of this country and at times we provide them at a cost hat said we have to provide them to our customers "*

From the above findings, this draws meaning that UTL management has a mandate of providing services to its customers in respect to what is deemed fit and health to them.

4.4.1 Regression analysis results

To further enhance the relationship between independent variables and service delivery , regression analysis is employed and the results of each independent variable with their performance are summarized in the tables below.

Table 11: Consumer interest and service delivery

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.033[a]	.001	.016	.26839	.001	.061	1	58	.805

a. Predictors: (Constant), **CONSUMER INTEREST**

From the summary in table 11 above shows the coefficient of determination R^2 value of 0.001 shows 1% variation in service delivery is explained by Consumer Interest at Uganda telecom. The adjusted = 0.016 at significance 0.805 suggested that Consumer Interest was a very small predicator of service delivery.

This implies that only 1 %(0.001*100%) variation can be explained by the consumer interest and the rest can be explained by other factors.

4.6 To examine the extent to which shareholder investment incentives affect service delivery at Uganda telecom

The findings of this objective were gathered from questionnaires from UTL staff . These were measured using 9 items scored on five point Likert scale of 1=strongly disagree, 2= Disagree, 3=Neutral, 4=Agree, 5= strongly agree the results from the process of are displayed in table below.

Table 12: UTL staff views on SHAREHOLDER INVESTMENT INCENTIVES

Share Holder Investment	N	**SA**	**A**	**NS**	**DA**	**SDA**	**Mean**	**Std. Dev**
UTL shareholders consistently invest in their business entity	60	38.3%(23)	50%(30)	6.7%(4)	1.7%(1)	3.3%(2)	4.18	.892
UTL shareholders uphold the technical & commercial business plan of the company	60	46.7%(28)	43.3%(26)	10%(6)			4.37	.663
UTL shareholders ensure there is profitable growth in the company	60	46.7%(28)	56.7%(34)	5%(3)			4.33	.572
UTL shareholders are concerned about the growth and development of the company	60	36.7%(22)	55%(33)	8.3%(5)			4.28	.613
UTL shareholders ensure the business plan is implemented year after year	60	38.3%(23)	56.7%(34)	3.3%(2)	1.7%(1)		4.32	.624
UTL shareholders go an extra mile in ensuring at least marginal positive EBITDA is achieved in the company	60	48.3%(29)	45%(27)	6.7%(4)			4.42	.619
UTL shareholders ensure the company avoids losses in its business undertaking	60	36.7%(22)	60%(36)	3.3%(2)			4.33	.542
UTL shareholders have direct representation in the company operations	60	43.3%(26)	51.7%(31)	5%(3)			4.38	.585
UTL shareholders have key oversight in company reports quarterly, mid-year and annually	60	56.7%(34)	35%(21)	8.3%(5)			4.48	.651

Source: ***Primary Data***

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

From the table 12 above, the respondents were asked whether UTL shareholders consistently invest in their business entity . The results from the study revealed that, of the total respondents, 88% of the respondents were in disagreement as shown by the statistics (38% strongly disagreed); 1.7% agreed and 3.3% were Neutral. The different statistics implied that UTL shareholders consistently invest in their business entity. However, the huge 88% who disagree are an indicator that there is something to be done in as far as shareholder investment is concerned.

In determining whether UTL shareholders uphold the technical & commercial business plan of the company the study revealed that; of the total respondents, 90% of the respondents were in disagreement as shown with the statistics (47% strongly agreed); 43% disagreed and 10% were Neutral with a mean of 4.37 and a minimal deviation. This was further supported in the interviews as one of the managers said,

"*From his opinion the plans both technical and commercial are well drawn for 5 years but the shareholders need to come to the rescue of the company and uphold their roles in the company development*"

From the findings above, they inform that with well-drawn out 5 year plans there is room for development if the shareholders undertake their roles, this is key a sit shows that for nay company or organisation not to development let one of the key partners not do his/her role.

In order to find out whether UTL shareholders ensure there is profitable growth in the company; respondents were asked to state the extent to which they assented with the above. Of the total respondents, 95% of the respondents were in disapproval that UTL shareholders ensure there is profitable growth in the company (38% strongly agreed); 57% disagreed and 5% were Neutral. From the statistics above, this is a key attribute which should be taken into consideration by the UTL shareholders so as to promote service delivery thus growth of the company.

In order to find out whether, UTL shareholders are concerned about the growth and development of the company; respondents were asked to state the extent to which they assented with the above. Of the total respondents, 92% of the respondents were in disapproval that UTL shareholders are concerned about the growth and development of the company (37% strongly agreed); 55% disagreed and 8.3% were Neutral. From the statistics above this is a key attribute which UTL shareholders should look into to ensure the growth and development of the company.

In an interview with one of the managers, he had this to say,

"The company shareholders have a lot to do in terms of growth and development we need an investment in the company so that we can compete effectively in the telecom industry"

From the findings above the eyes and ears are all pointed towards the company investment levels, if they are done rightly development will come to light.

In determining whether UTL shareholders ensure the business plan is implemented year after year the study revealed that; of the total respondents, 95% of the respondents were in disagreement that UTL shareholders ensure the business plan is implemented year after year while 57% disagreed and 3.3% not sure.

This was further supported in the interviews as one of the respondents said,

> "*For sure i do not know if our shareholders have a look at the company business plan because from my view I have seen the business plans and they look logical and realistic but never come to fruition"*

From the findings above they inform that some work needs to be done for everything to fall in place starting from investment.

In order to find out how if UTL shareholders go an extra mile in ensuring at least marginal positive EBITDA is achieved in the company , respondents were asked to state the extent to which they assented with the above. Of the total respondents, 93% of the respondents were in disapproval that UTL shareholders go an extra mile in ensuring at least marginal positive EBITDA is achieved in the company while 45% disagreed and 6.7% said they were not sure.

From the statistics above, this is a key attribute which UTL shareholder should take into consideration as their absence will greatly degenerate the service delivery of the staff and in the end, that of the organisation.

From the table12 above; the respondents were asked whether UTL shareholders ensure the company avoids losses in its business undertaking. The results from the study revealed that, of the total respondents, 97% of the respondents were in disagreement as shown by the statistics (60% disagreed); and 3.3% not sure. The different statistics implied that as part of share holder investment, this key aspect in enhancing service delivery which UTL shareholders should not neglect.

In determining whether UTL shareholders have direct representation in the company operations, the study revealed that; of the total respondents, 95% of the respondents were in disagreement as shown with the statistics , 52% disagreed while 5% said not sure.

In order to find out whether, UTL shareholders have key oversight in company reports quarterly, mid-year and annually; respondents were asked to state the extent to which they assented with the above. Of the total respondents, 92% of the respondents were in disapproval of that, 35% disagreed while 8.3% said not sure. From the statistics above this is a key attribute which should not underrated if desirable service delivery is to be realised.

Table 13:Relationship Between Shareholder Investment Incentives And Service Delivery

Correlations

Correlations

		SHAREHOLDER INVESTMENT INCENTIVES	SERVICE DELIVERY
SHAREHOLDER INVESTMENT INCENTIVES	Pearson Correlation	1	.173
	Sig. (2-tailed)		.187
	N	60	60
SERVICE DELIVERY	Pearson Correlation	.173	1
	Sig. (2-tailed)	.187	
	N	60	60

From the table 13, above it is indicated that there is a positive correlation between Shareholder Investment Incentives And Service Delivery. (r =.173, P<.0.187). The study therefore validated the hypothesis that shareholder investment incentives positively contributes towards service delivery at Uganda telecom.. As noted from the interview with the managers, he mentioned that;

"This is a core area in any business entity for it to deliver on its promises to its customers shareholder investment is cardinal as this is a key undertaking for any business empire to succeed"

The finding above inform that investment is a key aspect for development to take place, thus it is the ingredient which is missing in UTL for its food thus products to become very tasty

4.4.1 Regression analysis results

To further enhance the relationship between independent variables and **Service Delivery**, regression analysis is employed and the results of each independent variable with the **Service Delivery** are summarized in the tables below.

Table 14: Shareholder Investment Incentives And Service Delivery

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.173[a]	.030	.013	.26450	.030	1.780	1	58	.187

a. Predictors: (Constant), SHAREHOLDER INVESTMENT INCENTIVES

From the summary in table 14, above shows the coefficient of determination R^2 value of 0.030 shows that 3% variation in service delivery is explained by shareholder investment incentives. The adjusted $R^2 = 0.013$ at significance 0.187 suggested that shareholder investment incentives was a weak predicator of service delivery.

This implies that only 3 %(0.030*100%) variation can be explained by shareholder investment incentives and the rest can be explained by other factors.

Table 15: Summary of correlations

Correlations

		LONG TERM GROWTH & DEVELOPMENT	CONSUMER INTEREST	SHAREHOLDER INVESTMENT INCENTIVES	SERVICE DELIVERY
LONG TERM GROWTH & DEVELOPMENT	Pearson Correlation	1	.616**	.561**	.267*
	Sig. (2-tailed)		.000	.000	.039
	N	60	60	60	60
CONSUMER INTEREST	Pearson Correlation	.616**	1	.387**	.033
	Sig. (2-tailed)	.000		.002	.805
	N	60	60	60	60
SHAREHOLDER INVESTMENT INCENTIVES	Pearson Correlation	.561**	.387**	1	.173
	Sig. (2-tailed)	.000	.002		.187
	N	60	60	60	60
SERVICE DELIVERY	Pearson Correlation	.267*	.033	.173	1
	Sig. (2-tailed)	.039	.805	.187	
	N	60	60	60	60

**. Correlation is significant at the 0.01 level (2-tailed).

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

Source: ***Primary data***

In summary, table 15 suggests that long term growth & development is strongly correlated to consumer interest and strongly correlated to shareholder investment incentives. The results show that consumer interest, and shareholder investment incentives affect service delivery of UTL. The correlation is statistically significant at 0.05 or 5% level of confidence. Similarly, consumer interest is moderately positively correlated to service delivery but strongly positively correlated long term growth & development. The correlation is statistically significant at the 1% and 5% level. Further, shareholder investment incentives is strongly positively correlated to consumer interest and this correlation is statistically correlated at the 1% level. The correlation coefficient is highest for long term growth & development indicating that management should prioritize this if UTL is to achieve high levels of service delivery.

Therefore, for UTL to perform holistically, consumer interest and shareholder investment incentives should be promoted so as to improve long term growth & development which is the variable that is highly correlated to service delivery of UTL.

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the recommendations based on the findings of the study and the concluding remarks. The main objectives of the study were to investigate the extent to which long term growth and development affects service delivery at Uganda telecom, to study how consumer interest affects service delivery at Uganda telecom, to examine the extent to which shareholder investment incentives affect service delivery at Uganda telecom

5.2 Summary of Findings

The study revealed a number of findings. These findings are summarised below.

5.2.1 To investigate the extent to which long term growth affects service delivery at Uganda telecom

This study has revealed that Long term growth positively contributes towards service delivery at Uganda telecom. In addition, the survey results revealed that long term growth was a weak predicator of service delivery. This implies that only 7.1 %(0.071*100%) variation can be explained by the long term growth & development and the 95% can be explained by other factors.

5.2.2 To study how consumer interest affects service delivery at Uganda telecom

The study revealed that Consumer Interest was a very small predicator of service delivery. Thus only 1 %(0.001*100%) variation can be explained by the consumer interest and the rest can be explained by other factors.

5.2.3 To examine the extent to which shareholder investment incentives affect service delivery at Uganda telecom

This study has revealed that shareholder investment incentives was a weak predicator of service delivery, thus only 3 %(0.030*100%) variation can be explained by shareholder investment incentives and the rest can be explained by other factors.

5.3 Discussion of Findings

5.3.1 To investigate the extent to which long term growth affects service delivery at Uganda telecom

The study validated the hypothesis that long term growth and development positively contributes towards service delivery at Uganda Telecom.in addition, studies have shown that long term growth and development enhances the performance of organizations (Jorion, 1997; Wideman, 1992; And Hiliman *et al*; 2005). It is the view of the researcher that, once that long term growth and development is done by institutions corporations, projects and programs, institutions will not move away from the targeted goals.

Further, cross (1995) observes that good decisions can result in lowered costs and competitive advantage, whereas poorly made outsourcing decisions can lead to a variety of problems, such as increased costs, disrupted service and even business failure. Also the study further was in agreement with Madden and Savage (1998) who analyzed the relationship between telecommunications infrastructure investment and economic growth by taking a sample of transitional economies in central and Eastern Europe. There study shows mutual causality between telecommunication investment and real economic growth at the aggregate level.

Fewer studies on telecommunications infrastructure concentrate on reducing transaction cost, increasing TFP (Total Factor Productivity) of the private sector and diffusion of new technologies, which will remedy the problem of the developing countries Belaid (2002). According to Rodini et al (2003), Telecommunications has impact on Human and Social capital through history, theory and growth in the developing world in Development Economies. In recent years, there have been a large number of telephone demand studies that emphasized the substitution or complementary between fixed and mobile telephone services. While some of these studies find substitution between mobile phones and fixed phones systems using consumer phone data.

5.3.2 To study how consumer interest affects service delivery at Uganda telecom

The study validated the hypothesis that consumer interest has a positive relationship with service delivery at Uganda Telecom. this finding is supported by Hillman (2005) who agrees that consumer interest gives the company the value of providing to consumers the desired quality. Further Kerzner (1998) argues that consumer interest helps the organization to avoid to remain indifferent form consumer preferences and choices while Wideman (1992) suggest that consumer interest should be a continuous process used in all phases of the project.

Therefore the first step should be consumer interest as the organization's goal (how it adds value) and its results (key metrics). An organization that adds value through organizational efficiency, for example, will organize its people, process and structure differently from an organization that adds value by developing innovative new employee rewards strategies (Barthélemy and Geyer, 2005).

5.3.3 To examine the extent to which shareholder investment incentives affect service delivery at Uganda telecom

This finding is corroborated by Oldfield, (1997), who states that, Shareholder Investment Incentives must start with the understanding that organizations exist for the purpose of building human resources and national building and vice versa. He further states that Shareholder Investment Incentives is the process of defining and enhancing which include techniques and methods developed to build human resources. In addition, Oldfield and Santomero (1997) argue that, Shareholder Investment Incentives eliminates risks that face entities, and in so doing, improve business survivability. Organizational culture enables building a block of approaching to offset unusual exposure, susceptibilities and vulnerabilities; such as diversification (Jorion, 1997). Shareholder Investment Incentives ensures that institutions are run in a manner that is consistent with market's best practices (Meyer and Allen, 1997). Hislop 2003 briefly outlines some of the existing empirical data which reflect how general attitudes and behaviors at work have been shown by different levels of Shareholder Investment Incentives.

Other researchers argue that Shareholder Investment Incentives idea must a first priorty of and shareholder in the organizations (Titiev, 2009). Pettigrew (2009), argue that Shareholder Investment Incentives of organization is based on cognitive systems which help to explain how shareholders view a given business entity.

5.4 Conclusions

5.4.1. To investigate the extent to which long term growth affects service delivery at Uganda telecom

This study revealed that Uganda telecom to ensure long term growth it should focus on company image and reputation, UTL management should benchmark on annual performance to ensure there is growth year on year, the company should celebrates milestone achievement and Once losses are registered diverse measures should be taken to averse the situation by UTL management. In addition long term growth provides a framework within which threats are managed. The study revealed that UTL management has to take long term growth plans in order to enhance its service delivery to its last mile consumers.

5.4.2. To study how consumer interest affects service delivery at Uganda telecom

The study findings revealed that for consumer interest to be upheld by Uganda telecom;

UTL management should ensures customer needs are priority in all its business undertakings, UTL management focuses its individual attention of customers, UTL management ensures no erroneous tariffs are charged to customers and UTL management should value customer feedback.

5.4.3. To examine the extent to which shareholder investment incentives affect service delivery at Uganda telecom

The study concluded that for UTL management to ensure service delivery, shareholders should; UTL shareholders uphold the technical & commercial business plan of the company, UTL shareholders ensure there is profitable growth in the company, UTL shareholders go an extra mile in ensuring at least marginal positive EBITDA is achieved in the company, UTL shareholders have direct representation in the company operations and lastly should UTL shareholders have key oversight in company reports quarterly, mid-year and annually. These were voiced out by most of the respondents that for service delivery to be realized in UTL shareholder investment has to be part of the model of development.

5.5 Recommendations

This study makes the following recommendations.

5.5.1 To investigate the extent to which long term growth affects service delivery at Uganda telecom

It is recommended that the management of UTL should focus on should focus on company image and reputation, should benchmark on annual performance to ensure there is growth year on year, the company should celebrates milestone achievement and Once losses are registered diverse measures should be taken to averse the situation by UTL management. In the end the long term growth will provides a framework within which threats are managed.

5.5.2 To study how consumer interest affects service delivery at Uganda telecom

The management of UTL as a matter of urgency should make sure consumer interests are at the forefront as they this is a key area which should not be neglected. This is because neglecting consumers is never a small or too large not to have an impact. In addition, UTL management should ensures customer needs are priority in all its business undertakings, UTL management focuses its individual attention of customers, UTL management ensures no erroneous tariffs are charged to customers and UTL management should value customer feedback.

5.5.3 To examine the extent to which shareholder investment incentives affect service delivery at Uganda telecom

It is recommended that UTL shareholders uphold the technical & commercial business plan of the company, UTL shareholders ensure there is profitable growth in the company, UTL shareholders go an extra mile in ensuring at least marginal positive EBITDA is achieved in the company, UTL shareholders have direct representation in the company operations and lastly should UTL shareholders have key oversight in company reports quarterly, mid-year and annually. These were voiced out by most of the respondents that for service delivery to be realized in UTL shareholder investment has to be part of the model of development.

5.6 Limitation of the study and how they were addressed

5.6 Limitation of the study and future research

The study is limited by a number of factors. First and foremost, the research focused on the only employees of UTL mainly those with keen knowledge about investment, consumer interest and shareholder investment. Studies in future should extend this study to the fields like key customer agencies like government bodies, private business entities, regulatory bodies and competition. The study was that the study only focused on only three factors and yet there are a number of factors like social norms, subjective norms, to mention but a few that could explain service delivery. Future researchers can focus on looking at the other factors other than those studied.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE FOR RESPONDENTS

TOPIC: CRITICAL FACTORS FOR SERVICE DELIVERY AT UGANDA

EMPLOYEE QUESTIONNAIRE

Dear respondent,

My name is Kato David Bukenya I am currently a student at Uganda Management Institute (UMI) pursuing a Master's Degree in Management studies specializing in project planning and management carrying out a research study on critical factors for service delivery at Uganda Telecom. This questionnaire is intended for academic purpose only.

I would therefore like to assure you of the utmost confidentiality. The answer you give will not in any way be used against you.

Please kindly spare some time to complete the questions below.

Thank you in advance.

Please read the guidelines carefully and provide responses honestly in the format requested. Kindly indicate your responses to the following questions by ticking (√) the appropriate boxes.

A. Background Information.

(i) Gender: ☐ Male ☐ Female

(ii) Age: ☐ 20-29 ☐ 30-39 ☐ 40-49 ☐ 50- above

3. What level of education have you completed?

Bachelors ☐ Post Graduate ☐ Masters☐ PHD ☐ Others (please specify)…….

4. How many years have you spent working in this company?

Less than 1 year ☐ 1 – 3 years ☐ 4 – 6 years ☐ 7 – 10 years ☐ More than 10 years ☐

5. Which department do you belong to?

Finance ☐ Sales & distribution ☐ Marketing ☐ Other (Specify) ………………

6. What is your Job Title/Position

Sales Manager ☐ Finance accountant ☐ Operations manager ☐ Customer advisor ☐ Other (Specify)

…………………..

SECTION B: LONG TERM GROWTH

Independent Variables (IV)

Please tick (√) the box with the corresponding number to indicate what your personal assessment of the appropriate response.

SCALE.	**1**	**2**	**3**	**4**	**5**
	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree

A	**LONG TERM GROWTH**	**5**	**4**	**3**	**2**	**1**
A1	UTL management ensures growth and development of the company in respect market share and profits					
A2	UTL management is keen about the company image and reputation in respect to growth					
A3	UTL management benchmarks annual performance to ensure there is growth year on year					

A4	Once losses are registered diverse measures are taken to averse the situation by UTL management					
A5	The company celebrates milestone achievement in respect to growth and development					
A6	There is envisaged growth of UTL as a telecommunication company					
A7	As staff the company is on track to achieve to consistent and sustainable development					
B	**CONSUMER INTEREST**	**5**	**4**	**3**	**2**	**1**
B1	UTL management ensures customer needs are priority in all its business undertakings					
B2	UTL management focuses its individual attention of customers					
B3	Staff individual opinions in respect to customers are treated with high regard in UTL					
B4	UTL Management ensures fair usage policy is implemented in all in products to the customers					
B6	UTL services are value for money to customers					
B7	UTL management ensures no erroneous tariffs are charged to customers					
B8	UTL management values customer feedback					
C	**SHAREHOLDER INVESTMENT INCENTIVES**	**5**	**4**	**3**	**2**	**1**
C1	UTL shareholders consistently invest in their business entity					
	UTL shareholders uphold the technical & commercial business plan of the company					
C3	UTL shareholders ensure there is profitable growth in the company					
C4	UTL shareholders are concerned about the growth and					

	development of the company					
C5	UTL shareholders ensure the business plan is implemented year after year					
C6	UTL shareholders go an extra mile in ensuring at least marginal positive EBITDA is achieved in the company					
C7	UTL shareholders ensure the company avoids losses in its business undertaking					
C8	UTL shareholders have direct representation in the company operations					
C9	UTL shareholders have key oversight in company reports quarterly, mid-year and annually					

SECTION C: SERVICE DELIVERY.

Dependent Variable (DV)

	SERVICE DELIVERY	**5**	**4**	**3**	**2**	**1**
D1	UTL management ensures accurate products and service bills are sent through to customers					
D2	UTL management sets high standard of performance in regard to service Quality					
D3	UTL management policies enhance employees' support and commitment towards meeting organization's mission, goals and objectives.					
D4	UTL management policies enhance employee desire and zeal to espouse quality services provision to clients.					
D5	UTL management policies foster employee recognition in respect to individual outstanding service to customers					

D6	UTL management policies enhance timely decision making to enhance customer satisfaction					
D7	UTL management policies are aligned with the regulators guideline to ensure efficient service delivery to the customers					

Thank you very much for your support towards my academic research.

APPENDIX 2: INTERVIEW GUIDE

INTERVIEW GUIDE

Dear respondent,

Dear respondent,

My name is Kato David Bukenya I am currently a student at Uganda Management Institute (UMI) pursuing a Master's Degree in Management studies specializing in project planning and management carrying out a research study on critical factors for service delivery at Uganda Telecom. This questionnaire is intended for academic purpose only.

I would therefore like to assure you of the utmost confidentiality. The answer you give will not in any way be used against you.

Please kindly spare some time to complete the questions below.

Thank you in advance.

TOPIC: CRITICAL FACTORS FOR SERVICE DELIVERY AT UGANDA TELECOM.

1. What is your role in this organization?

……

……………………………………………………………………………………………

2.How many years have you worked in organization?

a) 1-3 Years ☐

b) 4-6 Years ☐

c) Over 6 Years ☐

Part One

To investigate the extent to which long term growth and development affects service delivery at Uganda telecom

a) To what extent does long term growth affect service delivery at Uganda telecom?

……

…………………………………………………………………………..………………

b) What is your view on the UTL's strategies long term growth in respect to service delivery?

……………………………………………………………………………………..………

Part Two

To study how consumer interest affects service delivery at Uganda telecom

a) To what extent does consumer interest affect service delivery at Uganda telecom?

……………………………………………………………………………………………

……………………………………………………………………………………

b) How would you describe UTL's polices on consumer interest?

………………………………………………………………………………………

Part Three

To examine the extent to which shareholder investment incentives affect service delivery at Uganda telecom

a) To what extent does shareholder investment incentives affect service delivery at Uganda telecom?

……

…………………………………………..…………………………………………

b) What is your comment on UTL's shareholder investment incentives?

……………………………………………………………………………………………

Are they consistent or they keep varying?

END

Thank you

Proof read and edit your work