



**SELECTED MANAGEMENT PRACTICES THAT CONTRIBUTE TO THE QUALITY
OF PUBLIC SERVICES IN MASINDI TOWN COUNCIL**

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DECLARATION

I, Kyetume David, hereby declare that the dissertation presented is my original work and has never been submitted to any institution of learning, higher or otherwise, for the award of a degree, diploma or any qualification.

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DEDICATION

Dedicated to my dear departed father, Gabulyeri Rwakaikara Adyeri and in equal measure my long-gone beloved mother, Dorotiya Kaheeru Akiiki. You did whatever was in your means, planted the seed for my education and oversaw it sprout to network the subterranean roots but did not live to enjoy its enviable fruits. May the good Lord find some space in Heaven for your humble souls to rest in Eternal Peace! I will always be grateful to Good Samaritan Alex Phillip Alia Bada Zoodia of Maracha, Arua who took my hand at the time of my utmost need and did my parents' will; furthering my education. This piece is dedicated to you and your family as well.

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LIST OF ABBREVIATIONS AND ACRONYMS

EU	European Union
GDP	Gross Domestic Product
LC	Local Council
LGDP	Local Government Development Programme
MBTI	Myers-Briggs Type Indicators
MoLG	Ministry of Local Government
MoPS	Ministry of Public Service
MTC	Masindi Town Council
ODI	Organisational Development International
PMCC	Pearson's Product Moment Correlation Coefficient
PSRP	Public Service Reform Programme
SERVQUAL	Service Quality
SPSS	Statistical Package for Social Scientists
SWOT	Strengths, weaknesses, opportunities and threats

UBoS Uganda Bureau of Statistics

US United States (of America)

ABSTRACT

Masindi Town Council's vision is having a modern urban centre. Its mission is to provide quality and sustainable mandated services in order to improve the socio-economic wellbeing of the target resident, together with the daytime, community.

The present research was an inquiry into the extent to which management practices were responsible for the quality of delivery of these services. To this end management practices were presented as an independent variable, while the quality of public services was the dependent variable. The researcher explored the background to the study which involved the historical perspective, the theory that drove the research, the concepts that oiled it and the context in which it was seen.

Various studies and assessments by different governmental agencies were done before to determine the service delivery levels in local governments countrywide, MTC inclusive, and what could explain those performances. The results were unimpressive. Because there was no record that management practices could be one of the explanations, it became imperative for this research to be undertaken immediately.

The study, covering the period between 2005/06 and 2008/09 financial years, was carried out within the geographical boundaries of MTC. It was hypothesized that there was a relationship between conflict resolution and the quality of public services, that decision making contributed to the quality of the services, and that clarifying team member roles contributed to the quality of

these services, in MTC. Targeted respondents were 82 and the questionnaire return rate was 73.2 percent, which was good enough for the research project to proceed. It confirmed all the hypotheses.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

“Selected Management Practices that Contribute to the Quality of Public Services in Masindi Town Council” was an inquiry into the extent to which planned change was responsible for the quality of delivery of public services in Masindi Town Council, Masindi District. Selected management practices were presented as the independent variable, with the quality of public services as the dependent variable. This chapter contains the background to the study, statement of the problem, purpose and objectives of the study, research questions, hypotheses, and significance, justification and scope of the study. The chapter also presents operational definitions of key terms and concepts.

1.2.0 Background to the study

1.2.1 Historical perspective

As governments around the world launched new efforts to achieve service delivery goals to agencies, businesses and citizens, collaborative case management processes and a robust information infrastructure were essential to simplifying, streamlining, integrating and automating complex information workflows that supported them. The US government estimated that World GDP would grow on an average of about 3.1 percent between 2005 and 2015, from US\$ 36.1 trillion to US\$ 52.2 trillion (Cummings & Worley, 2009). In New York City, the US

government's aim was to deliver citizen-centric services with the primary goal of being accessible, accountable and transparent. Various planned changes and reforms in governmental and non-governmental organs and agencies would be at play to achieve this. As part of that initiative, the US government launched a series of citizen portals enabled by integrated back-end systems.

In the meantime, the European Union (EU) could not be outdone. It continued its push for integration through fiscal policies, admission of new countries and rationalisation of economic standards. In Canada, the government mandated the Citizen-Centred Service Network, a Canadian public organisation, to carry out a survey on public service delivery in 1998 (Treasury Board of Canada, 1998). The findings were that Canadians were dissatisfied with the government's service delivery performance and access to public services. This was traced to lack of the country's integration into the changing world dynamics (McMahon & Luther, 1998). In another undertaking Dale, Shipman, Lacock & Davies (1996) conducted research in a socially deprived, multi-ethnic district in South East London, United Kingdom, with a population of over 700,000 people. They discovered that there was widespread dissatisfaction with public health service delivery among the population.

With world trends in political and socio-economic transformations, organisations operating in rejuvenated or newly emerging economies were increasingly turning to organisation development measures (Cummings & Worley, 2009) such as improved management practices in order to remain relevant and deliver quality services optimally. For example, at least 70,000

state-owned enterprises in China were forced to reinvent themselves through financial restructuring, massive downsizing and upgrading their employees' competencies.

In Africa, a study of large South African corporations singled out Spoornet, Eskom and Telecom for organisation development (Sigmund, 1996) which was meant to achieve planned change. Change initiatives at these corporations centred around two strategic and organisational issues. First, the political changes in South Africa and elsewhere at the time opened up new international markets, provided access to new technologies, and exposed these organisations to global competition. Consequently, these firms initiated planned change efforts to create corporate visions, and identify strategies for entering new markets and acquiring new technologies. Second, these political changes forced the corporate organisations to modify specific human resources and organisational practices. Apartheid had been thoroughly embedded in their structures, policies, and physical arrangements but affirmative action had to be introduced. Thus, planned change therein focused on revising human resource policies and practices that were geared towards the quality of service delivery.

Equally, in Uganda the Government embarked on organisation development through the implementation of a Public Service Reform Programme (MoPS, March 2005) aimed at improving the efficiency and effectiveness of the Public Service. A major component of this reform involved the reorganisation and rationalisation of organisational structures and service delivery functions. The Government completed the rationalisation of the structures of Central Ministries and Departments in 1998. This resulted into the reduction of the number of Ministries, creation of new job postings in the staffing structures, reduction and abolition of

posts, divestiture of non-core functions to governmental and non-governmental agencies and the private sector, and the alignment of staff establishments. Some of the functions were decentralised to Local Governments as a Central Government commitment to sharing power and resources with Local Governments. The measure was also meant to promote accountability, transparency, the rule of law, integrity and participation (Otafiire, 2007). The moves were under the framework of the Decentralisation Policy that was formulated in 1992 as a means of promoting democracy and improving delivery of public services. The policy was intended to translate good governance into local economic development and improve the quality of life and welfare of the people. Despite these efforts, Local Governments continue to encounter difficulties in their statutory public service delivery (MoLG, April, 2008) obligations.

1.2.2 Theoretical background

The study was guided by the Burke-Litwin model of organisation development (French & Bell, 1999). The model suggests linkages that hypothesize how performance is affected by internal and external factors. It provides a framework to assess organizational and environmental dimensions that are keys to successful change and it demonstrates how these dimensions should be linked causally to achieve a change in performance. Thus, it shows how to create transactional and transformational change in an organisation. In transactional change some features of the organisation change but its fundamental nature remains the same. In transformational change the nature of the organisation is fundamentally and substantially altered – the organisation is transformed. The model recognises people’s perceptions and attitudes about

the organisation. It also takes cognizance of people's deep-seated assumptions, values and beliefs that are enduring, often unconscious, and difficult to change. The model presumes that organisational development interventions directed towards structure, management practices, and systems (policies and procedures) result in transactional change; interventions directed towards mission and strategy, leadership and organisational culture result in transformational change. The focus of this study was transactional change; in particular a change in selected management practices that enhance the quality of public services. These practices were conflict resolution, decision making and clarifying team member roles at Masindi Town Council.

1.2.3 Conceptual background

A Greek Philosopher, Heraclitus once said that there was nothing permanent but change (Rothwell, Sullivan & McLean, 2005). By that he meant everything was always in a state of flux. Organisations behave in the same way; they keep changing. The change implies movement towards a goal, an idealised state, or a vision of what should be, and movement away from present conditions, beliefs and attitudes. It should be planned, and has dimensions at senior management, middle management and operational levels. Organisation Development International (2009) has categorised the dimensions at senior management level as innovation, leadership, mission and strategy, and organisational culture. Under middle management there is work climate, systems within and outside the organisation, structural arrangements and management practices, while work skills, motivation, understanding individuals, and individual and organisational performance cut across.

The study's focus was on selected management practices of conflict resolution, decision making and clarifying team member roles because they are significantly associated with higher productivity and other indicators of performance (Bloom, et al, 2010), including return on resources employed. These management practices are some of the methods or techniques employed to achieve an objective while making the optimum use of the organisation's resources. The idea is that with proper processes, checks and testing, the desired outcome can be delivered more effectively with fewer problems and unforeseen complications. In the case of Masindi Town Council an example of a service delivery objective to be achieved could be to prevent or minimise pollution in the urban area within a specified period. Such an objective cannot be achieved without involving all stakeholders. For this reason the study looked at selected management practices in the middle management cadre because this cadre was a vital link between the strategic and the operational levels of the organisation. Besides, the cadre was a think tank for technical proposals to senior management who subjected the input to strategic thinking processes for long-term organisational benefits. Also, middle managers' decisions had a direct impact on output at the operational level of the organisation, which in turn had a bearing on the quality of services delivered. Therefore, the study was approached from the point of selected management practices that enhanced performance. In this study, that performance was the quality of public services delivered, basing on the customer satisfaction approach theory which defined service quality as the difference between service quality expectations and the perceptions of reality (Hasan & Kerr, 2003). Shand (1996) argued that in its broadest sense, service quality was the extent to which the nature of the output and its delivery met requirements or were suitable to their purpose. In this sense, quality would encompass programme

effectiveness. Parasuraman, Zeithaml & Berry (1985) proposed the determinants of service quality as tangibles, reliability, responsiveness, empathy and assurance. Parasuraman, Zeithaml & Berry (1988) also went ahead and developed a validated instrument called SERVQUAL for measuring service quality as perceived by customers. However, Cronin & Taylor (1992) questioned the efficacy of that five-component conceptualisation of service quality. Nevertheless, the study was not deterred, because the critics did not offer an alternative, and went ahead to use the parameters as proposed by Parasuraman, et al (1985) to assess performance in relation to management practices.

1.2.4 Contextual background

Masindi Town Council was a public service delivery organisation whose mission was to provide quality and sustainable mandated services in order to improve the socio-economic wellbeing of the community in its jurisdiction. Its vision was having a modern urban centre (MTC, June, 2009). At the political level, at the time of research the organization had 20 elected councilors. Of these, five were members of the LC 3 Executive headed by the Chairperson. The remaining ordinary councilors were members of sectoral committees, and Council meetings were chaired by the Speaker. The technical arm had eight functional departments, at the helm of which was the Town Clerk who was the chief executive and accounting officer. Despite the adequate institutional and structural arrangements in place, the town council was far short of its clear mission of improving the socio-economic wellbeing of the community.

1.3 Statement of the Problem

The Local Government system has two sets of officials: a popularly elected council headed by a chairperson or mayor, which is responsible for approving development policies, plans and budgets; and a team of technocrats who are responsible for implementing council and central government policies, and providing technical guidance to their respective councils (Kiyaga-Nsubuga, 2005). Various studies were conducted by the Ministry of Local Government, the Ministry of Public Service and the UBoS (MoPS & UBOS, 2009) to assess trends in service delivery countrywide. The performance indicators gravitated around management practices, including conflict resolution, decision making and teamwork. While a number of factors were responsible for service delivery there was no recorded research conducted to establish the contribution of conflict resolution, decision making and clarifying team member roles to the quality of public services in Masindi Town Council, necessitating the researcher to undertake this study immediately.

1.4 Purpose of the study

The study evaluated the contribution of management practices to the quality of public services in Masindi Town Council.

1.5.0 Objectives of the study

- 1.5.1 To establish the relationship between conflict resolution and the quality of public services in Masindi Town Council.
- 1.5.2 To establish the contribution of decision making to the quality of public services in Masindi Town Council.

1.5.3 To find out whether there is a relationship between clarifying team member roles and the quality of public services in Masindi Town Council.

1.6.0 Research questions

1.6.1 What is the link, if any, between conflict resolution and the quality of public services in Masindi Town Council?

1.6.2 What does decision making do to the quality of public services in Masindi Town Council?

1.6.3 What is the link, if any, between clarifying team member roles and the quality of public services in Masindi Town Council?

1.7.0 Research hypotheses

1.7.1 There is a relationship between conflict resolution and the quality of public services in Masindi Town Council.

1.7.2 Decision making contributes to the quality of public services in Masindi Town Council.

1.7.3 There is a relationship between clarifying team member roles and the quality of public services in Masindi Town Council.

1.8.0 Scope of the study

The scope of this study was three-fold: geographical; time and content. Defining the scope helped in determining the boundaries of the research project, and allowed for avoidance of the researcher being misguided by the discovery of interesting information that lay beyond the precincts of the problem under investigation (Amin, 2005).

1.8.1 Geographical scope

The study was carried out in Masindi Town Council, Masindi District because the Council was supervised by the higher local government that employed the researcher at the time. It was, therefore, easier to get the target or sample population and data than if otherwise. Masindi town, the commercial centre of the town council, was located 211km North-West of Kampala, the capital city of Uganda. It lay at latitude $01^{\circ}41^{\circ}$ North of the Equator, and longitude $30^{\circ}43^{\circ}$ East of Greenwich (MTC, 2009). It had a surface area of 29km^2 and its average elevation was 1,147 metres above sea level. It was composed of three wards/parishes, namely Western, Southern and Civic Centre, with a total of 19 villages/cells. Civic Ward was a centre of major socio-economic activities and accommodated major commercial facilities. Western Ward which had seven cells was the second most populated after Civic Centre. However, some cells such as Kisiita, Kihande I, Kijura North and Kijura South were rural in nature, just like the whole of Southern Ward where the level of community participation in economic development activities was the lowest of all the Wards.

1.8.2 Time scope

The time scope was the period from the year 2005 to the year in which the research was undertaken. During the base year the Government carried out a staff restructuring exercise countrywide (MoPS, March 2005) and the period that followed was characterised by filling of vacant posts with quality staff. Also, the Government was in the process of elevating the town council to a Municipality status. Therefore, activities in this period were, necessarily, important to the research.

1.8.3 Content scope

The independent variable of this research was selected management practices while the dependent variable was the quality of public services. The study limited itself to the quality of these services basing on the customer satisfaction theory approach, the determinants of which Parasuraman, Zeithaml & Berry (1985) proposed as tangibles, reliability, responsiveness, empathy and assurance.

1.9 Justification of the study

Sometime back governments recognised the link between quality of service and economic performance. Moreover, the public was increasingly aware of the effect that their dealings with the administration had on their personal welfare and convenience (Shand, 1996). It is believed (Shand, 1996) that most countries had concluded that improvements in the quality of public services depended on a shift from the traditional administration based on rules and procedures to a responsive, client-oriented culture. Meeting user needs was now seen to be an integral part of a greater focus on performance. Governments were, therefore, under increasing pressure to improve the quality and cost effectiveness of service delivery. However, the services had to be so good that growing numbers of people who could afford to pay for the private alternative still chose them (Barber, 2007; Jordan, 2009). MTC as a service delivery organization could not be left out. Citizens influenced by the growing consumer-oriented society expected it to offer them choices on how they could access and receive better services. Besieged, it had to become a high-performance entity – delivering more and greater outcomes in a more efficient and responsive manner. Management practices were very highly ranked contributory factors (ODI, 2009) in service delivery because they provided impetus for performance improvement. The study,

therefore, was meant to assess the contribution of selected management practices of conflict resolution, decision making and clarifying team member roles in Masindi Town Council.

1.10 Significance of the study

Management practices impact on the output of organisations, whether they are service or product oriented. The findings of this study would enable managers at all levels to determine the actual level of impact of their management practices to their organisations. They would, in turn, harness the abilities and capabilities of their subordinates through prioritising management practices that enhanced service delivery. Policy makers would be enlightened to formulate policies that encouraged organisations to re-engineer themselves through organisation development strategies that contributed to betterment of the quality of public services. The study would position the customer better for demand-driven public services, so they deserved the best quality. The findings of this study might also call for more detailed research into the same, similar or other forms of management practices in order to optimally and cost-effectively deliver the best public services.

1.11 Operational definition of terms and concepts

Organisation development: The process of ensuring that the capacity of an organisation to be involved in problem solving is sustained over time.

Management practices: What managers do in the normal course of events to use the human and material resources at their disposal to carry out the public service organisation's strategy.

Public services:	Services which are mainly, or completely, funded by taxation.
Service delivery:	Provision of a range of programmes, services, publications, activities, events, initiatives or benefits to the communities.
Service quality:	The extent to which the nature of the output and its delivery meet requirements or are suitable to their purpose in terms of immediate or direct needs of users, such as timeliness, accessibility, accuracy and continuity of services, and level of comfort and courtesy in obtaining the service.
Batho Pele principles:	The premises that whatever the public service organization does puts the interest of the community first.
Conflict resolution:	The methods and process of negotiation, arbitration, and institution building which promote the peaceful ending of social conflict.
Decision-making:	The thought process of selecting a logical choice from the available options.
Team member roles:	The tendency to behave, contribute and interrelate with others in a particular way.

Organisational climate: People's perception about the organization from within and outside.

Tangible: Appearance of physical facilities, equipment, personnel and communication materials.

Reliability: Ability to perform the promised service dependably and accurately and in the context of a measuring instrument, it is the degree to which the instrument consistently measures whatever it is measuring.

Responsiveness: Willingness to help customers and provide prompt service.

Assurance: Knowledge and courtesy of employees and their ability to convey trust and confidence.

Empathy: Care and individualised attention to customers.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter Two was intended to review theories and concepts that would guide this research. It was also meant to review the objectives of the study and summarise the literature review.

2.2 Theoretical review

A theory is a set of concepts or constructs and the interrelations that have been systematically tested, logically interrelated and developed through research, and explains social phenomena (Mugenda & Mugenda, 2003; Sarantakos, 1998). Researchers agree that management practice development theory applies behavioural science to achieve planned change (French & Bell, 1999). Likewise they agree that it aims at increased organisational effectiveness and individual development. Kurt Lewin introduced two ideas about change that have been influential for a long time (French & Bell, 1999). The first idea states that what is occurring at any point in time is a resultant in a field of opposing forces. Lewin's second idea suggested that change was a three-stage process: unfreezing the old behaviour (or situation), moving to a new level of behaviour, and refreezing the behaviour at the new level.

Lippitt, Watson & Westley (1958) modified Lewin's model by expanding it into seven stages representing the consulting process. The model lays out the logical steps involved in management practice development, as follows:

Phase 1 involves developing a need for change. This corresponds with Lewin's *unfreezing* phase. Phase 2 is establishing a change relationship. In this phase a client system in need of help and a change agent from outside the system establish a working relationship. Phase 3 involves clarifying or diagnosing the client system's problems. In phase 4 alternative routes of goals are examined, including establishing goals and intentions of action. Under phase 5 intentions are transformed into actual change efforts.

Phases 3, 4 and 5 correspond to Lewin's *moving* phase. In phase 6 change is generalized and stabilized. This phase corresponds to Lewin's *refreezing* phase, and phase 7 has achieving a terminal relationship, that is, terminating the client-consultant relationship. According to that seven-stage model before the quality of service delivery can improve a baseline should be carried out to determine the need for improvement and what it takes to effect the change in order to consolidate the achievements.

Ralph Kilmann's comprehensive change model of 1989 (French & Bell, 1999) constitutes the second theory of organisation development. The model has five sequential stages: initiating the programme, diagnosing the problems, scheduling the 'tracks', implementing the 'tracks' and evaluating the results. Initiating the programme entails securing commitment from the top management. Diagnosing the problems requires a thorough analysis of the problems and opportunities facing the organisation. These will be the targets of later interventions. Scheduling and implementing involve intervening in five critical leverage points, called 'tracks' that, when functioning properly, cause the organisation to be successful. According to French

and Bell (1999) the ‘tracks’ are culture, management skills, team building, strategy-structure and the reward system. The culture track enhances trust, communication, information sharing and willingness to change, among members – the conditions that must exist before any other improvement effort can succeed. The management skills track provides all management personnel with new ways of coping with complex problems and hidden assumptions. The team building track infuses the new culture and updated management skills into each work unit – thereby instilling cooperation organisation wide so that complex problems can be addressed with all the expertise and information available. The strategy-structure track develops divisions, departments, workgroups, jobs and all recourses with the new strategic direction. The reward system track establishes a performance-based reward system that sustains all improvements by officially sanctioning the new culture, the use of updated management skills, and cooperative team efforts within and among all work groups.

The Burke-Litwin model was the third change model, which this research took on. It shows how to create first-order and second-order change (which the authors call transactional and transformational change, respectively). In transactional change some features of the organisation change but its fundamental nature remains the same. Sometimes this change is referred to as evolutionary, adaptive, incremental or continuous change. In transformational change the nature of the organisation is fundamentally and substantially altered – the organisation is completely transformed. It is sometimes called revolutionary, radical or discontinuous change. The model distinguishes between organisational climate and organisational culture. The former is people’s perceptions and attitudes about the organisation and they are relatively easy to change because

they are built on employee reactions to contemporary managerial and organisational practices. The latter is deep-seated assumptions, values and beliefs that are enduring, often unconscious, and difficult to change. The model presumes that organisational development interventions directed towards structure, management practices, and systems (policies and procedures) result in transactional change.

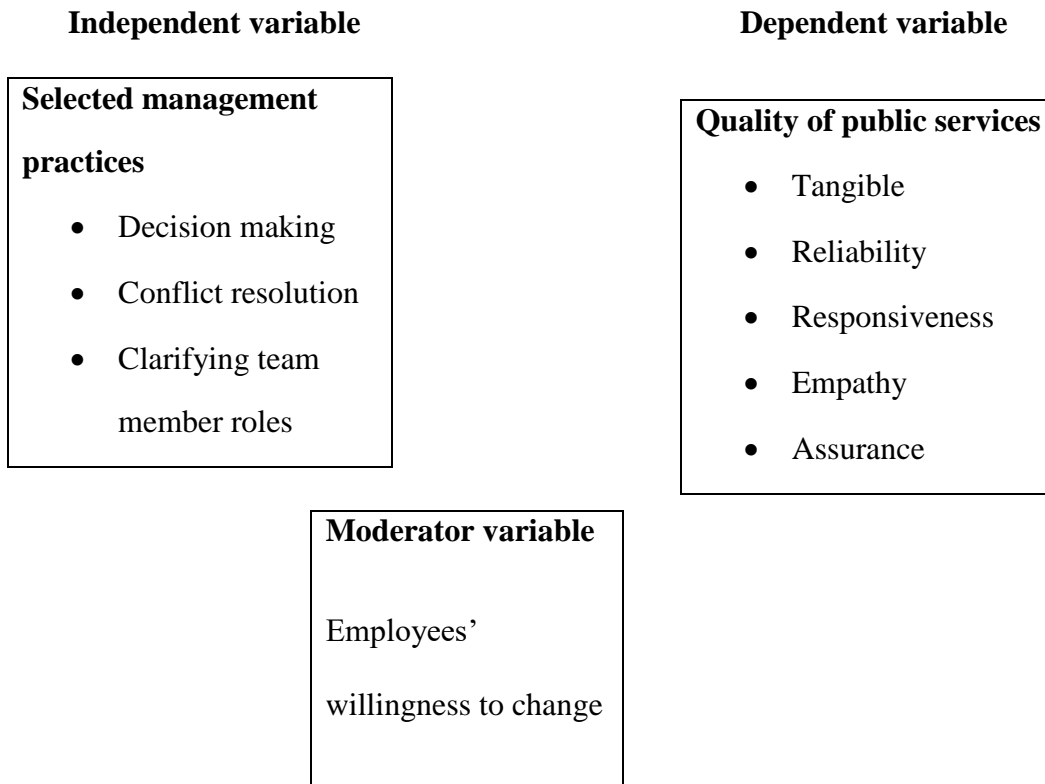
The model also distinguishes between transactional and transformational leadership styles. The transformational leaders inspire followers to transcend their own self-interest for the good of the organisation and those are capable of having a profound and extra-ordinary effect on their followers. The transformational leadership embodies inspiration which leads to new heights of performance. Transactional leaders guide or motivate their followers in the direction of established goals by clarifying role and task requirements. Transactional leadership embodies a fair exchange between leader and follower that leads to 'normal' performance. Transactional leadership is sufficient for causing first-order change while transformational leadership is required for causing second-order change.

The study zeroed in on the Burke-Litwin model because it addresses cause and effect. In this case the cause is the organizational conditions in MTC as a result of selected management practices such as conflict resolution, decision making and clarifying team member roles, while the effect is the Council's performance in terms of quality of the public services it renders. By so doing the model serves as a guide not only for organizational diagnosis, but also for planned

organizational change. The results from the analysis using the Burke-Litwin model should necessarily lead to better service delivery, if other factors remain constant.

2.3 Conceptual Review

Fig. 1: Conceptual framework



Source: *Modified from ODI (2009) and Parasuraman's SERVQUAL Gaps Model (1988).*

In the conceptual framework (**Fig. 1**) management practices was the independent variable whose dimensions included decision making, conflict resolution and clarifying team member roles. There were other dimensions but the researcher chose only these three because they were ranked

highest in order of their importance (ODI, 2009) in organisation development theory. The dependent variable was the quality of public services which was conceptualized basing on the customer satisfaction theory approach of Parasuraman, et al (1988). The theory emphasised that a customer derived satisfaction from a service in terms of tangible or physical items, reliability, responsiveness, empathy and assurance.

2.4.0 Related Literature

2.4.1 Conflict resolution and the quality of public services

Conflict is defined as a difference of wants, needs, or expectations. The workplace is filled with people who have differences of wants, needs, and expectations. So, of course, conflicts will occur. These conflicts can be an asset to the organization. They may be opportunities for creativity, collaboration, and improvement. However, conflict can also be costly to an organization. The trouble is not necessarily the fact that conflict exists. It is how those conflicts are dealt with or what happens when they are not resolved. The impact of conflict in the workplace can be devastating – to the parties involved, to colleagues and teams, to clients, and to the organisation as a whole. Dealing with conflict involves every communication skill from listening to reasoning and is an essential skill in one's personal and business life (Power, 1998).

Conflict is an inevitably normal part of life that occurs when the things individuals care about appear incompatible. Nonetheless, the effect of poorly managed conflict can take an enormous economic and emotional toll upon a public service organization (Kasumba & Land, 2003), its members and their productivity. A person's job may depend on someone else's co-operation, output or input. For example, if a street cleaner is constantly late at his/her work the garbage

truck driver will be late with garbage collection schedules in other areas. Conflicts can also arise between people because of differences in educational backgrounds, personal experiences, ethnic heritage, gender and political preferences. Also group leaders have different leadership styles. One leader may be more open and inclusive whilst another may be more directive, making employees who change from one supervisor to another get confused. Conflicts may occur as personality clashes, when people's ideas, decisions or actions relating directly to the job are in opposition, or when two people just do not get along. These types of conflict in the workplace are often fueled by emotion and perceptions about somebody else's motives and character. For example a team leader jumps on someone for being late because he/she perceives the team member as being lazy and inconsiderate, and the team member sees the team leader as out to get them. People are sometimes annoyed by one another simply because of their looks or actions. A person's inherent biases are often contributing factors. Because everyone has biased opinions, management should not expend resources attempting to change them. However, avoiding personality conflicts altogether can significantly improve productivity and public service quality. When two team members do not get along, they tend to exert a bare minimum of effort on one another's behalf (Scott, 2007). This has a negative effect on the public service organisation, team morale as well as the quality of public services. All types of conflict in the workplace can be messy but it is the differences in personality that causes the most grief. It has been stated that conflicts should be resolved whenever they arise because they can destroy the gains made towards the quality of services. However, they are not always necessarily a threat to order (Rappo, 1995), in which case they need to be proactively managed through open and transparent communication processes.

Conflict is costly within organisations. One can conceive of these costs in a number of ways. First are the direct costs, including such things as fees paid to lawyers and other professionals for their intervention (Ford, 2010) in the conflict. Second, conflict often has significant productivity costs in terms of unproductive use of valuable time (Stewart, 2011) to the organisation. It diverts worker attention from normal duties, disturbs concentration and may ignite stress which is recognized as an unhealthy by-product of unmanaged or poorly managed conflict. A loss of simple productivity of doing things other than work related activities, such as discussing the dispute, playing computer games and finding reasons to get out of the area reduces an average work week to fewer hours.

While conflict is often another cause of absenteeism stress may compound the problem, and lead to inflated healthcare costs. What is more, unresolved conflict often reduces motivation and increases staff turnover. Third, conflict can have continuity costs – namely, it can cause damage to ongoing relationships that wrecks the feeling of community in public service organisations. Fourth, conflict has emotional costs for those involved. Despite this, some organisations often do not highly value the time necessary to resolve conflict. It is estimated (Barnes-Slater & Ford, 2004) that senior human resource people in some organisations spend as much as 20 percent of their time on litigation and managers spend upwards of 30 percent of their time dealing with workplace conflict (Watson and Hoffman, 1996). In Uganda, relations between civil servants and political leaders in local governments are sometimes strained due to confusion of roles, civil servants' arrogance, and attempts by some local councils to exceed their authority, interference

in local politics by central government officials or refusal by civil servants to rubber-stamp questionable council decisions (Kiyaga-Nsubuga, 2005). At times intra-council conflicts have also led to local government paralysis, culminating into poor delivery of services to the communities. A SWOT analysis (MTC, June 2009) revealed that the quality of public services in Masindi Town Council suffered due to poor working relationships between technocrats and their political supervisors, among other causes.

Sometimes there are policy conflicts. The principal challenge in detecting these is being able to account for the constraints that limit the applicability of a given policy to specific states of the managed system and the effects of enforcing policies on the states of the managed system. To achieve this, it is necessary to use formal reasoning techniques, the policy enforcement mechanisms and the policy rules themselves (Charalambides, M. et al (2009). Module-independent conflicts represent the simplest forms of inconsistency that may arise between policy specifications, and examples include redundancy and mutual exclusivity conflicts. Redundancy conflicts may arise because of duplicate policies or policies with inconsistent action parameters in relation to others. Mutual exclusion conflicts occur between policies implementing alternative strategies that realize the same goal. The result of all this is poor or no public services.

The ability to resolve conflict in the workplace is a valuable skill to have. When workplace conflict is not managed efficiently this can lead to disastrous repercussions in the quality of public services. Habitual clashes and recurring conflict in the workplace is a recipe for disaster. Employer-employee resentments create office politics and unpleasant workplace atmospheres. It

is important to find simple ways to conflict resolution in order to promote a healthy employment environment. When faced with conflict, employees are faced with a notion to either fight or flight (Asiimwe, 2000) and the innate reaction to any threatening situation is either to stay and defend oneself or run. Conflict in the workplace is destructive and isolating. No one likes to get involved in complicated work conflicts and the best thing to focus on when faced with resolving conflict in the workplace is the main work objective and the relationship at stake. It is, therefore, necessary to determine how important organisational and individual staff goals are and to what lengths individuals are willing to go in order to achieve them. Similarly, one must consider the relationship with the person one is conflicting with. At best in any challenge there is a winner and a loser.

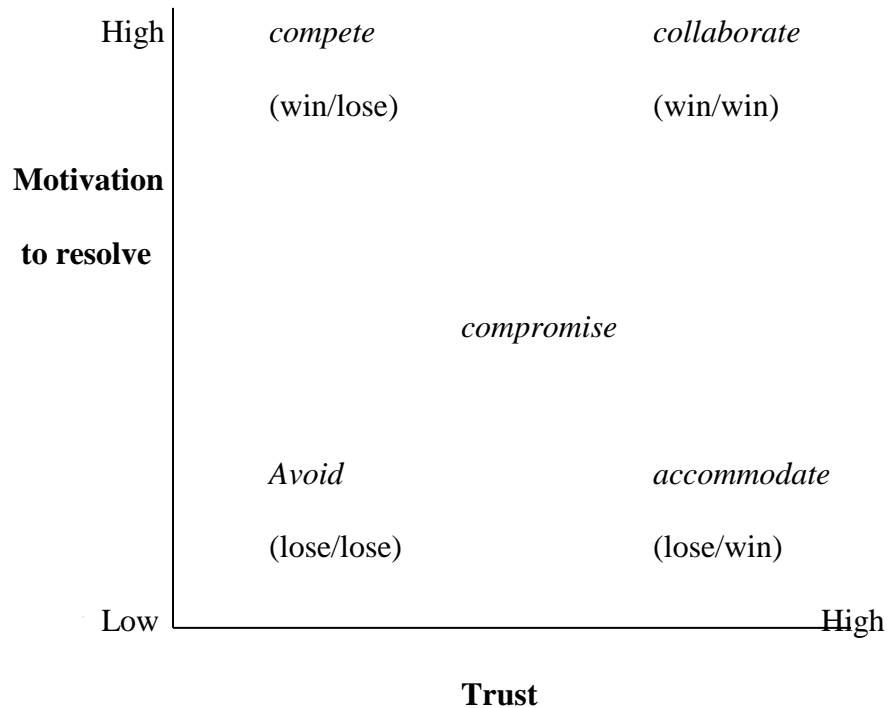
Transforming the method in which conflict is handled in a public service organizational setting contributes to an organizational culture conducive to a collaborative process, and reduces the negative effects of poorly managed conflict. There are two principal assumptions with regard to conflict management and resolution. The first assumption is that knowledge of individual differences will help identify the unique abilities that individuals contribute toward the goal of task accomplishment. The second assumption is that knowledge of individual differences can help reduce conflict by redirecting potential sources of misunderstanding so that negative elements of conflict can be managed, and enhance the quality of public services.

Service delivery is about satisfying individual and the public interest. It is important to acknowledge that conflict is inherent in the process, and that there is need for a coordinated approach (Diamond, 2002) in order to minimise the conflicts. According to Wikipedia (2011)

passive aggressive behaviour is a common response from workers and managers which is particularly noxious to team unity and productivity. In workers, it can lead to sabotage of projects and the creation of a hostile environment. In managers, it can end up stifling the team's creativity. To respond to this kind of hostile behaviour, people need to control performance expectations, parcel out important tasks so that there are several responsible people involved, and re-check frequently to see how much delay the passive aggressive worker can generate (Wikipedia 2011).

Parker & Kropp (1999) propose three principle ways of conflict management: peaceful coexistence; compromise; and problem solving, collaborative management. They developed the conflict management model in **Figure 2** that follows:

Fig. 2: **Conflict Management Model**



Source: *Adopted from Parker & Kropp (1999)*

In **Fig. 2**, when there is a high motivation to resolve conflicts but low trust among the parties involved the tendency is to compete. In this case there is clearly a winner and a loser. When both the motivation to resolve conflicts and the trust are low there is a tendency to dodge the problem, and it remains unsolved. However, this results into a loss to both or all the parties to the conflict. When the motivation is low but the trust high the problem can be accommodated and some interested parties will lose while others win. Additionally, when both the motivation and trust are half-hearted and in equal measure the parties compromise. The best scenario is

when both the motivation to resolve conflict and trust among the parties involved are high. In this case all of them collaborate, resulting into a win-win situation.

2.4.2 Decision-making and the quality of public services

Decision-making is a process of solving a problem which is said to exist if one is in doubt as to which choice is best to remove dissatisfaction with the present state (Clancy & Cronin, 2005; WHO, 2006; O'Connor, et al., 2007). Such a person, or in this context the government, can identify three aspects related to the choices namely, one or more desired outcomes, two or more unequally efficient or effective courses of action; and environment-containing factors that affect the outcomes (WHO, 2006). Decision-making must be viewed as a continuous process integrated in the interaction with the environment. It is a problem-solving activity which is terminated when a satisfactory solution has been found. A person's decision making processes depend to a significant degree on their cognitive style. Briggs Myers' MBTI model (Huitt, 1992) claims that the processes are based largely on thinking and feeling, extroversion and introversion, judgment and perception, and sensing and intuition. For instance, someone who scores near the thinking, extroversion, sensing and judgment ends of the dimensions tends to have a logical, analytical, objective, critical and empirical decision making style, the model (Huitt, 1992) explains. It emphasises that there are no better types of people; each type of person has different strengths, therefore, different decision-making angles. It also makes people become aware of how their personality type affects their interactions with colleagues, subordinates and clients. The increased awareness could lead to better decision-making, reduce interpersonal,

intra-personal and intra-organisational conflict, and also improve teamwork and productivity for better quality services.

In decision-making on public services there is an ideal of behaving objectively and rationally in which optimal courses of action are found and relevant information for the decision is assumed to be readily available. However, information may not be readily available depending on the level and type of decision to be made. In practical terms decision-makers usually do not have all the relevant information when making decisions because of the time and cost constraints in gathering such information (Tunis et al., 2007). A decision-maker will stop gathering information once some is available on the basis of which a decision can be reached. But more information either directly gathered or analyzed from existing data, would probably yield better decisions and better quality public services. Thus the path usually followed in decision-making is the procedural rationality in which the course of action involves searching for a satisfying rather than an optimal alternative (Katz et al., 2006; Yates et al., 2006).

The issue of quality of service is becoming increasingly important in the public service as a result of new approaches that are being adopted to management (Walsh, 2007). As such, decision making regarding service quality is a vital operations responsibility necessitating comprehensive organizational support. It is generally direct and formal, and relates primarily to work issues with the workers having an important say and influence in the decision-making process. However, not all organizations may have formal participatory decision-making. It could be an informal process which occurs through participation due to interpersonal relationships between managers and their subordinates. Despite its important role in effective

management, decision-making has not been harnessed enough to realize its full potential. It needs specific milieu or background to take place and can prove to be extremely beneficial to large-scale organisations if employees are given the opportunity to use participative decision-making to bring about positive changes at their workplace (Khoza & Adam, 2008) for better quality services.

A successful decision making process involves rationally analyzing the problems to achieve the most efficient choice that will compliment the situation. The premise behind rationality in public service organizations is based on the notion that reasonable people will respond to their environment by assessing known facts, estimating possible outcomes, and weighing those outcomes against their respective costs. Decision making processes differ from one level of management to another. However, they all share a common responsibility; rational choices that are consistent and value-maximizing choices within specified constraints. Ultimately those choices should result into better quality services.

Decision-making in organizations is associated with effective employee participation and is considered to be a determining feature of effective management, which not only has a crucial impact on performance but also on the productivity (Shaskin, 2006). It was confirmed that participation in decision-making related to work issues tends to result in positive attitudes towards supervisors and the organization in general, and research indicates that decision making is positively linked to job satisfaction (Nykodym, et al, 2004). However, this does not necessarily translate into better quality services. Issues at the work place generally necessitate participation in decision-making with regard to the work that should be done, the process of

organizing the work and the persons involved in carrying out a particular task or work to ensure better quality public services, under the Batho Pele principles (Khoza & Adam, 2008).

The thrust of the Batho Pele principles is the improvement of the quality of services. It was devised by a former minister in South Africa and is a Sesotho tribal saying meaning “the people first”. The researcher agrees with Kishore & Taylor (2008) that all decisions made to serve communities should be checked against the Batho Pele principles which are:

1. **Consultation:** Citizens should be consulted about the quality of services they receive;
2. **Service standards:** Communities should be informed what level and quality of service they will receive so that they know what to expect;
3. **Access:** All citizens should have equal access to the services they are entitled to,
4. **Courtesy:** All members of the community should be treated with courtesy and consideration;
5. **Information:** Communities should be given full and accurate information about the public services they are entitled to;
6. **Openness and transparency:** Citizens should be informed of how local authorities function;

7. **Redress and handling of complaints:** If community members do not receive promised services they should be entitled to a full explanation and also to a speedy remedy;
8. **Value for money:** Services should be provided economically and efficiently in order to provide citizens with the principle of best value for money.

In the mid-1990s the Government of Uganda devised a strategy for economic reform, the cornerstone of which was implementation of a decentralized system of governance with improved service delivery. Participatory decision-making was one of the major conditions (World Bank, 2008) for the implementation of this strategy. As a result, by 2007 all major local governments had a three-year rolling development plan and almost all submitted final accounts on time to the Ugandan Office of the Auditor General. Many of these local governments registered an increase in their revenue base of 20 percent or more (World Bank, 2008). Driven by participatory decision-making a discretionary development budget was provided for local governments to deliver better quality basic social services (primary education, primary health care, water and sanitation, roads, and agriculture extension) based on local needs and demands. Masindi Town Council was, therefore, able to offer those services which were previously provided by sector ministries, thereby bringing them nearer to the people.

The Global Fund to Fight HIV/AIDS, Tuberculosis and Malaria commissioned a study on “Promoting unity of purpose in district health service delivery in Uganda through partnerships, trust building and evidence-based decision-making”. It was found that evidence-based decision-making improved the quality of health services; it led to programmatic results and institutional

behaviour change in districts through synergetic relationships between local governments and civil society organizations. For instance the use of insecticide-treated mosquito nets increased from 11.2 percent in 2004 to 17.2 percent in 2005, clients utilizing HIV/AIDS counselling and testing services increased from 6,205 in 2004 to 85,947 in 2005. Moreover, staff mind sets led to more evidence-based planning and decision-making. According to the research (Orobaton, et al, 2007) the pillars of 'evidence-based decision-making' produced more results, faster. It recommended that programmes designed to work with fragmented settings should consider using the same pillar to ultimately make a difference in the lives of programme beneficiaries.

2.4.3 Clarifying team member roles and the quality of public services

A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable (Adair, 2004; Katzenbach & Smith, 1993; Stowell, 2005). A team develops from individuals through a series of stages in accordance with the shared experiences of its members. Five stages of team development at the workplace have been developed. The first stage of forming is where team members become acquainted with each other. At this stage information such as personal schedules, names, background and interests, is exchanged. Determining each member's main strength and assignment of roles and responsibilities is done here. During the second stage of storming members jockey for position. Dissatisfaction, competition and conflict surface around this time. Members become aware of their differences and try to determine how they will work together. This is where personal differences and idiosyncrasy try the patience of the majority of group members, and sometimes they fall out. Mannerisms, communication styles, lack of

communication, avoidance, and perfectionism, are just a few possible factors that could ignite a group to be at odds with other members and limit its accomplishments. If a group is lacking in a particular skill, it is sure to be pointed out by someone within during this stage. At the third stage of norming, individuals begin to reconcile differences, solve conflicts, expand ground rules, address strengths and weaknesses, and develop a finer sense of “timing” when it comes to sensitive topics. Group consensus emerges and the group begins to take action and function towards common goals. It comes to agreement on its purpose or function. Members are clear what their roles and responsibilities are. Precisely, the group has a sense of identity and members strive to work together. At the fourth stage of performing, the group structure, norms and behaviour are understood and accepted. This is a higher level of interaction that builds on the strengths of the group and helps to improve on its weaknesses. The group begins to function and complete tasks that previously would have been difficult, if not impossible, to complete back in the other three stages, setting its own structure and rules that best fit the group’s mutual needs. Members know how to work with each other. They can handle disagreements and misunderstandings effectively. The group is focused on accomplishing its purpose. Transforming is the fifth and last stage, where the group is faced with two decisions: accept the new experiences and apply them towards future group exercises or experiences; or denounce the experience and not progress, and regress in development.

Teamwork has become a focus of interest among new approaches to general organisational management (Moshe & Tsipora, 1998). It has become more widely recognised in recent years, corresponding with the need to solve more and more complex, and interdisciplinary problems.

When a team is performing at its best, each team member has clear responsibilities and every role needed to achieve the team's goal should be performed fully and well (Mind Tools Ltd, 2011). But often, despite clear roles and responsibilities, a team will fall short of its full potential. Perhaps some team members do not complete the things they are expected to do. Perhaps others are not quite flexible enough, so they miss out tasks or steps that others would expect. Or perhaps one team member becomes frustrated because he/she disagrees with the approach of other team members. Teams can become unbalanced if all team members have similar styles of behaviour or team roles (Belbin, 2007), and if team members have similar weakness, the team as a whole may tend to have that weakness. If team members have similar team-work strengths, they may tend to compete (rather than co-operate) for the team tasks and responsibilities that best suit their natural styles. Knowing this can help ensure that necessary team roles are covered, and that potential behavioural tensions or weaknesses among the team members are addressed. Also, by understanding one's role within a particular team, one can develop one's strengths and manage one's weaknesses as a team member, and so improve how one contributes to the team.

Whilst Belbin (2007) suggests that people tend to adopt a particular team-role, it should be borne in mind that one's behaviour and interpersonal style within a team is to some extent dependent on the situation: it relates not only to one's own natural working style, but also to one's interrelationships with others, and the work being done. Belbin (2007) identified nine team roles and categorized those roles into three groups: action-oriented, people-oriented, and thought-oriented. Each team role is associated with typical behavioural and interpersonal strengths. A

team functions effectively when the members complement each other's abilities, skills, and expertise, but their roles must be clear. Belbin (2007) explains the action-oriented roles as shaper, implementer and completer-finisher, while people-oriented roles are coordinator, team worker and resource investigator. The thought-oriented group has the plant, monitor-evaluator and the specialist.

The coordinator clarifies group objectives, sets the agenda, establishes priorities, selects problems, sums up and is decisive but does not dominate. Coordinators are the ones who take on the traditional team-leader role and have also been referred to as the chairpersons. They guide the team to what they perceive are the objectives. They are often excellent listeners and are naturally able to recognize the value that each team members brings to the table. They are calm and good-natured and delegate tasks very effectively. Their potential weaknesses are that they may delegate away too much personal responsibility, and may tend to be manipulative. The shaper shapes the team effort, looking for pattern in discussions and practical considerations regarding the feasibility of a project in order to get results. Shapers are people who challenge the team to improve. They are dynamic and usually extroverted people who enjoy stimulating others, questioning norms, and finding the best approaches for solving problems. The Shaper is the one who shakes things up to make sure that all possibilities are considered and that the team does not become complacent. Shapers often see obstacles as exciting challenges and they tend to have the courage to push on when others feel like quitting. Their potential weaknesses may be that they are argumentative, and that they may offend other people's feelings.

The plant is the source of usually original and radical ideas, suggestions and proposals. The plant is the creative innovator who comes up with new ideas and approaches. They thrive on praise but criticism is especially hard for them to deal with. Plants are often introverted and prefer to work apart from the team. Because their ideas are so novel, they can be impractical at times. They may also be poor communicators and can tend to ignore given parameters and constraints. The monitor-evaluator contributes a measured and dispassionate analysis, and objectively stops the team committing itself to a misguided task. Monitor-Evaluators are best at analyzing and evaluating ideas that other people (often plants) come up with. These people are shrewd and objective and they carefully weigh the pros and cons of all the options before coming to a decision. Monitor-Evaluators are critical thinkers and very strategic in their approach. They are often perceived as detached or unemotional. However, sometimes they are poor motivators who react to events rather than instigate them.

The implementer turns decisions and strategies into defined and manageable tasks, sorting out objectives and pursuing them logically. Implementers are the people who get things done. They turn the team's ideas and concepts into practical actions and plans. They are typically conservative, disciplined people who work systematically and efficiently and are very well organized. These are the people who can be counted on to get the job done. On the downside, implementers may be inflexible and can be somewhat resistant to change. The resource investigator goes outside the team to bring ideas, information and developments to it. He/she is the team's salesperson, diplomat, liaison officer and explorer. Resource investigators are innovative and curious. They explore available options, develop contacts, and negotiate for

resources on behalf of the team. They are enthusiastic team members, who identify and work with external stakeholders to help the team accomplish its objective. They are outgoing and are often extroverted, meaning that others are often receptive to them and their ideas. However, they may lose enthusiasm quickly, and are often overly optimistic.

The team worker operates against division and disruption in the team, particularly in times of stress and pressure. Team workers provide support and make sure that people within the team are working together effectively. These people fill the role of negotiators within the team and they are flexible, diplomatic, and perceptive. They tend to be popular people who are very capable in their own right, but who prioritise team cohesion and helping people getting along. Their weaknesses, though, may be a tendency to be indecisive, and to maintain uncommitted positions during discussions and decision-making. Then the completer-finisher maintains a permanent sense of urgency with relentless follow-through. Completer-Finishers are the people who see that projects are completed thoroughly. They ensure there have been no errors or omissions and they pay attention to the smallest of details. They are very concerned with deadlines and will push the team to make sure the job is completed on time. They are described as perfectionists who are orderly, conscientious, and anxious. However, a completer-finisher may worry unnecessarily, and may find it hard to delegate. Finally, specialists are people who have specialised knowledge that is needed to get the job done. They pride themselves on their skills and abilities, and they work to maintain their professional status. Their job within the team is to be an expert in the area, and they commit themselves fully to their field of expertise. However,

this may limit their contribution, and lead to a preoccupation with technicalities at the expense of the bigger picture.

A team is not necessarily composed of nine people but people who are aware and capable of carrying out these roles should be present, and their different roles clarified. Muherjee & Malhorta (2006) emphasize that role clarity through feedback, participation and team support is critical in explaining employee perceptions of service quality, which in turn influences individual job satisfaction and organizational commitment to delivering the best quality public services. By the foregoing, it is clear that once team member roles are clarified the quality of public services is necessarily enhanced.

2.5 Summary of the literature review

The researcher reviewed theories and models that were closely related with the study. These were Kurt Lewin's ideas about change which said any occurrence at any point in time was a resultant in a field of opposing forces, and that change was a three-stage process where old behaviour or situation had to be unfrozen before moving to a new level of behaviour and refreezing it there. The lesson herein was that the need for change must be conceptualised, analysed and change efforts made for implementation. However, for any change to take place there will always be opposing forces and those in favour. The forces may be at policy or implementation level. Nevertheless, the theory assumed that there would always be a point of settlement. Its shortcoming was that sometimes the change efforts were defeated and no change took place at all, rendering the theory redundant.

In the same vein Ralph Kilmann's comprehensive change model unveiled five essential stages of change. These were: initiating the change, diagnosing the problems, scheduling the change efforts, implementing them and evaluating the results. Initiating the programme entailed securing commitment from the top management. Scheduling and implementing involved intervening in five critical leverage points, called 'tracks', that when functioning properly, caused the organization to be successful. This meant top management must give a go-ahead to the proposed change before undergoing the necessary processes. However, the theory seemed to see this commitment as automatic since it was in the best interest of the organisation, but this is not always the case. Moreover, it did not address institutional bottlenecks and individual attitudes towards change. In the circumstances the theory was too assuming.

The researcher also reviewed the Burke-Litwin model which showed how to change some features of the organisation while leaving its fundamental nature intact. The model distinguished between organizational climate and organizational culture, where the former was to do with individual perceptions of the organisation based on managerial practices, and the latter was the deep-seated individual assumptions that were difficult to influence. The lessons here were that the leadership and management styles directly impact on employee perceptions. The model assumes that the perceptions are easy to change. However, they cannot change if the status quo in leadership and management style remains. The change effort must be comprehensive, and in some cases total, including change of the organisation's name. In the real world, however, it is not easy to change the name of a local government such as Masindi Town Council where this research was conducted. It was observed that the quality of public services depends to a large

extent on prioritising management practices in an organisation. It is from these practices that the customer is able to see that the service is tangible, reliable, responsive, and delivered with empathy and assurance.

The researcher reviewed selected management practices that contribute to the quality of public services. These were conflict resolution, decision-making and clarifying team member roles. The workplace is filled with people from different backgrounds with different wants, needs, and expectations. Necessarily, conflicts cannot be avoided but can also be an asset to the organization. The trouble is not necessarily the fact that conflict exists. It is how those conflicts are dealt with or what happens to the quality of services when the conflicts are not resolved. Managers should avoid blaming interpersonal conflicts on “personality clashes”. Such a tactic is an excuse to avoid addressing the real causes of conflict, and the organisation’s performance and quality of services will suffer as a result. Managers must be able to recognize the signs of conflict behaviour and deal with the conflict in a forthright fashion. Approaching conflicts as opportunities to improve organisational policies and operations rather as ailments to be eradicated or ignored should result into a more productive work force, greater organisational efficiency and an improved public service quality.

Decision-making is the focal point of all organizational dynamics, and management effectiveness is judged on the basis of the quality of these decisions. Before making the decision, the supervisor must evaluate each choice according to its projected outcomes in terms of the organization’s resources as well as the amount of information and time available. Thus, every

managerial decision should be a best-effort compromise made in an environment of uncertainty. It is hoped that these decisions result into better quality public services. From a management perspective there are three types of decisions: long-term strategic decisions concerning the external environment of the public service organization, administrative decisions intended to order the functions of the organization in the most cost-effective way, and operational decisions designed to maximize the organisation's service quality through productive procedures. The system of local governance needs to develop a culture of participation in decision-making. In essence this means measures should be taken to create a more active local democracy in terms of which decisions will be taken with staff and the communities rather than for the staff and the communities.

On clarifying team member roles, a team develops from individuals through a series of stages in accordance with the shared experiences of its members. It should be noted that team member roles are based on observed behaviour and interpersonal styles. While some scholars have suggested that people tend to adopt a particular team-role, it should be borne in mind that one's behaviour and interpersonal style within a team is to some extent dependent on the situation: it relates not only to one's own natural working style, but also to one's interrelationships with others, and the work being done. The quality of the resultant services is, therefore, linked to the environment, personality of staff and how stakeholders interact with one another in the process.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

Researchers are required to observe, measure and interpret change in the relevant outcome variables and how to design strategies that promote causal inferences (Morgan & Morgan, 2009). They should, therefore, be aware of the real nature of research (Gray, 2009), and the many means by which data can be collected, validated and interpreted. The instant research used the quantitative approach (Cresswell, 2009; Mertens, 2009). In this chapter the researcher presents the research design, population of the study, sample size and selection strategies, data collection methods and instruments, validity and reliability, measurement of variables, and analyses data.

3.2 Research design

In this study numerical figures were obtained, giving it a quantitative research dimension. The quantitative approach allows specification of dependent and independent variables. It was compatible with the study because it allowed the research problem to be looked at in very specific and set terms. Besides, quantitative research plainly and distinctively specified both the independent and the dependent variables under investigation. It also followed resolutely the original set of research goals, arriving at more objective conclusions, testing hypotheses, determining the issues of causality and eliminated or minimized subjectivity of judgment. The purpose of using this method was to describe the nature of the situation as it existed at the time of investigation. The researcher opted to use the research method considering the desire to

obtain first-hand data from the respondents in order to formulate rational and sound conclusions and recommendations for the study. This, therefore, compelled the researcher to employ cross-sectional designs, where data was collected once and analysed, using quantitative approaches.

3.3 Population of the study

Population of study is the complete collection (Amin, 2005) of individuals, events or objects having a common observable characteristic (Mugenda & Mugenda, 2003). In this study the population was composed of local council officials from the village/cell up to the Town Council level, the Town Council Management and Staff. It was envisaged that the local council officials represented the best interests of the people that elected them. The same people, totaling about ten thousand, were the beneficiaries of services delivered by Masindi Town Council as a public service organisation, and were, therefore, represented by the local council officials in the study.

3.4 Sample size and selection strategies

The target population might not be accessible to the researcher. In this case a sample of 82 respondents was selected and a decision made on its size based on consistence (Mugenda & Mugenda, 2003). This was a big section of the population selected randomly in order to find out something about the entire population from which it was selected (Amin, 2005) in the research design. Each member of the population had an equal opportunity to become part of the sample, and this was said to be the most efficient sampling procedure. In order to employ this sampling strategy, the researcher defined the various categories of the population, listed down all the members of the population, and then used the table that Amin (2005) borrowed from Krejcie & Morgan (1970), because the values were standard and predetermined. This enabled the researcher to arrive at the appropriate sample as shown in **Table 1** that follows. The self-

administered questionnaire was then issued to the respondents, all of whom assessed management practices at Masindi Town Council in order to determine their contribution to the quality of services delivered there.

Table 1: Sample size of respondents and sampling strategies

Category of population	Population	Sample size	Sampling strategy
LC1 chairpersons	19	18	Purposive
LC2 chairpersons	3	3	Purposive
LC3 executive committee members	5	5	Purposive
LC3 councilors	20	19	Purposive
Management	9	9	Purposive
Staff	31	28	Simple random
Total	87	82	

Source: *Modified from Amin (2005)*

3.5.0 Data collection methods

3.5.1 Questionnaire

The questionnaire method was where a set of questions was prepared and sent to the respondent to fill in responses. Each item in the questionnaire was developed to address a specific objective, research question or hypothesis of the study. The researcher used two research assistants to distribute and retrieve the questionnaires.

3.6 Data collection instruments

The researcher used close-ended self-administered questionnaires to gather raw data for processing. The primary aim of the questionnaire was to determine the contribution of selected

management practices to the quality of services rendered in Masindi Town Council, Masindi District. The researcher used close-ended questions – those that had pre-recorded answers. Through this the researcher was able to elicit responses that were within the scope of the study and limit the unnecessary ones. The researcher distributed the self-administered questionnaires through research assistants, the respondents filled and had them taken back to the researcher, or the researcher picked them himself. The questionnaires were administered to management, staff and the LC3 Executive Committee members, together with LC2 and LC1 chairpersons. The questionnaire was structured in such a way as enabled respondents to answer easily. Thus, the sets of questions were structured using the Likert format with a five-point response scale. A Likert scale was a rating that required the respondents to indicate their degree of agreement/disagreement to a statement. In this questionnaire the respondents were given five response choices. The options served as the quantification of the respondents' agreement/disagreement on each question item. The following **Table 2** shows the designated quantifications that were used in the questionnaire.

Table 2: Quantifications used in the questionnaire

Ser. No.	Respondent's Answer
1.	Strongly agree
2.	Agree
3.	Not sure
4.	Disagree
5.	Strongly disagree

3.7.0 Data collection quality control

Pretesting data collection instruments in the instant research involved the researcher verifying the validity and reliability of these instruments before undertaking the actual data collection in Masindi Town Council. Some members of staff were very helpful and contributed invaluable information that significantly improved the quality of the data collection instrument.

3.7.1 Validity

Amin (2005) considers validity as the most important idea in selecting or preparing a research instrument, since all researchers want the information they obtain through the use of an instrument to serve their purposes. Validity of a measure refers to the extent to which it measures what is supposed to be measured (Amin, 2005; Hasan & Kerr, 2003; Mugenda & Mugenda, 2003). By this the researcher was able to gather data that honestly and accurately represented the respondent's opinions. In this study the validity was in form of content, construct, and criteria related validity. Amin (2005); Hasan & Kerr (2003); and Mugenda & Mugenda, (2003) all agree that content validity is the extent to which a scale measures the concept it is intended to measure. Construct validity was a measure of the degree to which data obtained from an instrument meaningfully and accurately represented a theoretical concept. Criteria related validity referred to the use of a measure in assessing the subjects' behaviour in specific situations. In this study it was a measure of how well scales representing the various management practices were related to the measures of quality of performance (Hasan & Kerr, 2003) in public service delivery. In order to test the validity of the evaluation tool used in this study the researcher tested the questionnaire to five respondents. These respondents as well as their answers were not part of the actual study process, and were only used to refine the

questionnaire. After the questionnaire was presented the respondents were asked for any input to improve it. The researcher modified the content of the questionnaire based on the assessment and suggestions of the sample respondents. The researcher further excluded irrelevant questions, changing vague or difficult terminologies and jargon into simpler statements in order to make the survey more comprehensive and easy for the respondents to participate in the research project.

3.7.2 Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data every time it is used to measure trait or concept from the same respondents even by other researchers (Amin, 2005; Mugenda & Mugenda, 2003). Reliability of data was a very important aspect of the research study which was addressed early enough. This study used Cronbach's Alpha which has gained wide acclaim as a measure of scale reliability, and the accepted value for Alpha is at least 0.70 for new scales. However, in the instant research the value was 0.96, indicating a very high level of reliability of the research instrument by all standards, which was computed for each item using the SPSS 16.0 statistical package. Since it was found to be highly reliable, the questionnaire was, therefore, used to collect data.

3.8 Measurement of variables

Mugenda & Mugenda (2003) support the use of nominal, ordinal and Likert type rating scales during questionnaire design and measurement of variables. The nominal scale was used to measure such variables as gender, marital status and employment status, among others. The Likert scale was employed to measure attributes like those attitudinal. These scales gained fame as almost standard for use in quantitative research designs, and the researcher agrees with this.

3.9 Data analysis

The study utilized first-hand data which came from chosen respondents who returned the survey questionnaires given to them. First-hand or primary data are those that issue from respondents who participated in the research. The study also used secondary data. These included written/published materials and e-works/internet services. Data obtained from the field was coded, cleaned and entered into the computer and analysed in order to be meaningful (Mugenda & Mugenda, 2003; Sarantakos, 1998). In this case descriptive statistics where frequency and percentage distributions were generated for comparisons. The PPMCC was used to test the relationships amongst the variables. Empirical data were gathered and processed on content. This meant quantitative analysis was applied.

3.10 Ethical considerations

Since the study had human participants as respondents, and investigated on management practices in a government body, certain ethical issues emerged. The consideration of these issues was paramount for the purpose of ensuring secrecy, privacy as well as security of all the respondents. The issues were identified so as to prevent future problems arising from the researcher's interaction with sections of the research participants. Also, it was necessary to get the respondents' consent and to assure them on strict confidentiality, and data and source protection. They were also to be sure that the data they gave was only to be used for the purpose of academic research.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

The instant part of the study presents the field results and an analysis of objectives, case-by-case. The researcher indicates the statistical tests and then the descriptive analysis. Each objective is analysed separately. The researcher, however, starts by presenting the background information of the variables.

4.2 Background information

In all, 82 respondents received questionnaires but 60 were able to return them. The return rate stood at 73.2 percent. Mugenda and Mugenda (1999) contend that an acceptable response rate should be at least 50 percent in order for adequate analysis and reporting in a research project. The authors believe that a response rate of 60 percent is good but the one of 70 percent is very good and representative enough for meaningful generalizations (Mugenda and Mugenda, 1999). Therefore, in the instant research a percentage return of 73.2 was good enough for the project to proceed. The background variables are presented in order to show the calibre of respondents from whom the data was generated. The data presented is mainly about the age, gender and level

of education, among others, of the respondents. **Table 3** below highlights the gender of the respondents:

Table 3: Gender of the respondents

Gender	Frequency	Percent
Male	35	58.3
Female	25	41.7
Total	60	100.0

The results in **Table 3** above indicate that the majority of the participants were male. This was because even in the setting, the male gender was more than the female. It goes without saying, therefore, that the response rate had to be higher. The results, however, show that the study was able to attract both categories as expected, although not in equal measure.

The study also analyzed the marital status of the respondents. The results are indicated in **Table 4** that follows.

Table 4: Marital status of respondents

Marital status	Frequency	Percent
Married	29	48.3
Single	15	25.0
Divorced	9	15.0
Widowed/widower	7	11.7
Total	60	100.0

As seen in **Table 4** above, 29 respondents who formed the majority were already married at the time of this research. The number represents the highest percentage of 48.3 as compared to all the rest. The results indicate that those who were divorced and widowed were fewer than the married or the single. The results indicate that the study attracted people from all settings, and it reflected the level of maturity and responsibility of the respondents.

The researcher tried to capture as much as possible, the category of employment of the respondents, or where they delivered their services, and the results were generated as indicated in **Table 5** that follows.

Table 5: Category of respondent's employer

	Frequency	Percent
Government	25	41.7
NGO	11	18.3
Private Sector	24	40.0
Total	60	100.0

According to **Table 5** above, most respondents were working with Government institutions at the time of the research. Their number represented 41.7 percent. This was followed by those who were working in the private sector and with Non-Governmental Organisations (NGOs) producing a lower percentage of the participants. The results indicate that most of the respondents had knowledge of the extent of participation of interest groups in decision-making.

The researcher further analyzed the level of education of the respondents and the results are indicated in **Table 6** that follows.

Table 6: Highest level of education of respondents

Category	Frequency	Percent
Primary School Level	10	20
Ordinary Level	17	8.3
Advanced level	0	0
Diploma	14	23.3
Degree	20	33.3
Post Graduate	9	15.0
Total	60	100.0

According to **Table 6** above, the study attracted people from different levels of education but the majority was first-degree holders followed by those that had ordinary level as their climax. It was not surprising that some leaders that participated in the research project had only primary school education because many of them were Local Council 111 councilors whose official positions did not require formal education qualifications. There were no respondents that had advanced education at secondary school level.

4.3.0 Presentation of results on research hypotheses

4.3.1 Research Hypothesis One - Relationship between conflict resolution and the quality of public services

All the hypotheses were analysed using the Pearson's Product Moment Correlation Coefficient, mainly because they all tested relationships. The data fulfilled the conditions that must exist for Pearson's to be used. The first hypothesis stated that there was a relationship between conflict resolution and the quality of public services in Masindi Town Council. The relationship that was established was conflict resolution and satisfaction with service delivery. The objective aimed at evaluating whether the existence of conflicts in Masindi Town Council was responsible for poor or better service delivery, or stated the other way round, whether the absence of conflicts in Masindi Town Council contributed to efficient and effective service delivery. The Pearson Product Moment Correlation was indicated in **Table 7** that follows.

Table 7: Relationship between conflict resolution and service delivery

		Conflict Resolution	Satisfaction with Services
Conflict resolution	Pearson's Correlation	1	.749
	Sig. (2-tailed)	.	.004
	N	60	60
Satisfaction with services	Pearson's Correlation	.749	1
	Sig. (2-tailed)	.004	.
	N	60	60

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

The results in **Table 7** above were generated at a 0.05 level of significance and the probability approach was used to interpret the results. This is where the calculated probability of 0.004 was compared with the predetermined probability of 0.05. According to Amin (2005), when the calculated probability is less than the predetermined one, it means there is a significant relationship between the two variables. In the instant case there is a relationship. The researcher also analysed the distribution of the frequencies and percentages of the data, which also indicated that the relationship actually existed.

The study analysed whether people blamed each other in case delivery of services was not going on well, and the results were generated as shown in **Table 8** that follows.

Table 8: Whether people blame each other if public services are not delivered

	Frequency	Percent
Strongly disagree	12	20.0
Disagree	15	25.0
Not sure	15	25.0
Agree	10	16.7
Strongly agree	8	13.3
Total	60	100.0

In **Table 8** above the results on whether people blamed each other were normally distributed with a close range. It should be noted that on the whole, there was only a little evidence that people blamed each other if public services were not delivered as expected. Out of the 60 respondents, it is only 18 who thought that there was such blame. The majority either disagreed or was not sure that there was a portion of blame if services did not reach the community the way they should have done. This implied that the respondents believed in the absence of unnecessary blame but focus on the performance results.

The researcher further investigated whether everyone's view was listened to in the process of service delivery. The results are indicated in **Table 9** that follows.

Table 9: Everyone's view is listened to even if in the minority

	Frequency	Percent
Strongly disagree	11	18.3
Disagree	18	30.0
Not sure	16	26.7
Agree	10	16.7
Strongly agree	5	8.3
Total	60	100.0

The results in **Table 9** above indicate that generally there was very little evidence that everybody's view was listened to. This was because many of the respondents did not agree or strongly disagreed. The total number in both categories goes to 48.3 percent. At the same time, there was a substantially big number that was not decided in their responses, numbering 26.7 percent. This, given that only 25 percent of the respondents either agreed or strongly agreed means that there was a very big problem because the majority views went without being captured in the process of service delivery.

The study also, in order to understand the nature of conflicts, examined whether everyone was friendly since it was assumed that all the employees were working for the same cause. The results are displayed in **Table 10** that follows.

Table 10: Whether there was cooperation among stakeholders

	Frequency	Percent
Strongly disagree	19	31.7
Disagree	12	20.0
Not sure	18	30.0
Agree	11	18.3
Strongly agree	0	0
Total	60	100.0

In **Table 10** above the results indicate that nobody strongly agreed, while only 18.3 percent agreed, that staff and councilors at Masindi Town Council cooperated with one another during their normal service delivery schedules. It can, hence, be concluded that there was no friendliness or accessibility since the majority of the respondents that comprised 81.7 percent either disagreed or were not sure about the aspects in issue.

On whether there was self appraisal by employees there was a positive response. The study examined whether employees appraised the weaknesses of the council, and the results were revealed as indicated in **Table 11** that follows:

Table 11: Everyone appraises potential weaknesses of the Council system

	Frequency	Percent
Strongly disagree	5	8.3
Disagree	8	13.3
Not sure	20	33.3
Agree	16	26.8
Strongly agree	11	18.3
Total	60	100.0

After critically analyzing the foregoing results in **Table 11** above, the researcher observed that a big number of the research participants agreed that employees identified the weaknesses of the Council. This was revealed by a combined total of 45.1 percent respondents who either strongly agreed or just agreed that efforts were made to identify Council weaknesses with a view to rectifying them. At least 21.6 did not agree or strongly disagreed that there was such an appraisal. The rest totaling 33.3 percent were non-committal. From the foregoing results it can be safely stated that there were less-than-average effort to identify, and, therefore, address, Council weaknesses for better service delivery. A lot still remains to be done.

The researcher went out to see whether conflicts among members and staff of the Town Council were always solved satisfactorily. **Table 12** that follows shows the results.

Table 12: Conflicts among members are always solved satisfactorily

	Frequency	Percent		
Strongly disagree	14	23.3		
Disagree	24	40.0		
Not sure	9	15.0		
Agree	7	11.7		
Strongly agree	6	10.0		
Total	60	100.0		

From **Table 12** above it can be observed that 23.3 percent strongly disagreed, while another 40 percent just disagreed that there was satisfactory conflict resolution. The combined total majority of 63.3 percent, coupled with 15 percent who were not sure heralds a big problem in the Town Council. Only 11.7 percent of the respondents agreed, while another 10 percent strongly agreed that conflicts were resolved satisfactorily. The majority were not satisfied. Conflicts are inherent in the service delivery process since many stakeholders from different backgrounds and with different interests are involved. The results indicate that these conflicts remain unsolved and they could affect the quality of public services in the town council.

The study went to find out whether there was willingness on the part of the Town Council staff and political leaders to listen to people’s problems with a view to solving them. **Table 13** that follows reveals the results.

Table 13: There is always willingness to listen to problems of clients and staff

	Frequency	Percent		
Strongly Disagree	9	15.0		
Disagree	16	26.7		
Not sure	19	31.7		
Agree	11	18.3		
Strongly agree	5	8.3		
Total	60	100.0		

The foregoing results in **Table 13** above indicate that 15 percent of the respondents strongly objected to assertions that there was always willingness for the leaders and staff to listen to their problems. At least 26.7 percent mildly objected, while 31.7 percent were not sure. It is only the remaining minority of 26.6 percent who either agreed or strongly agreed that such willingness existed. The results imply that the level of listening to people's problems was still low and could affect morale to work, in turn influencing the quality of public services.

4.3.2 Research Hypothesis Two – Relationship between decision making and the quality of public services

It was hypothesized that decision making contributed to the quality of public services in Masindi Town Council. The second relationship that was established was between decision making and satisfaction with service delivery. The hypothesis aimed at evaluating whether the nature and quality of decisions made in Masindi Town Council was responsible for service delivery, and the

Pearson Product Moment Correlation was used to test the relationship as indicated in **Table 14** that follows:

Table 14: Relationship between decision making and satisfaction with service delivery

		Satisfaction with services	Decision making
Satisfaction with services	Pearson's Correlation	1	.799
	Sig. (2-tailed)	.	.007
	N	60	60
Decision making	Pearson's Correlation	.799	1
	Sig. (2-tailed)	.007	.
	N	60	60

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

As shown in **Table 14** above the results were generated at a 0.05 level of significance and the probability approach used to interpret the results. The calculated probability of 0.007 was compared with the predetermined one of 0.05. Since the calculated probability is less than the predetermined one, it means there was a significant relationship between the two variables, if Amin (2005) is anything to go by. The decision-making process at Masindi Town Council, therefore, affected delivery of services.

The distribution of the frequencies and percentages of the data were also analysed. The aim was to find out whether there was a relationship between the age bracket and perceptions of whether public servants and the citizenry frequently interacted to discuss how best to deliver services. It revealed that the relationship existed. The results are presented in **Table 15** that follows.

Table 15: Age bracket of the respondents and perception of whether members interact frequently to discuss how to deliver best services Cross Tabulation

Members interact frequently to discuss delivery of best services							Total
		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	
Respondents' age bracket	Below 26 years				4		4
	26-35 years	3	3		12		18
	36-45 years	4	1	4	10	6	25
	46-55 years		4		3	3	10
	56 years and above		1	2			3
Total		7	9	6	29	9	60

The researcher analysed whether there was interaction, along the aspect of age, as shown in **Table 15**. Most middle-aged respondents agreed, a few of them strongly, that there was frequent interaction, and members would discuss service delivery levels with the aim of improving them. Only 22 (36.7 percent) did not agree or were not sure that actually discussions took place for best service delivery.

The researcher related the marital status of the respondents to members providing constructive advice and feedback on service delivery. **Table 16** that follows summarises the findings.

Table 16: Marital status of respondents on whether members provide constructive advice and feedback on service delivery

Members provide constructive advice and feedback on service delivery							Total
		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	
Respondents' marital status	Married	5	6	8	6	4	29
	Single				13	2	15
	Divorced				1	8	9
	widowed/widower					7	7
Total		5	6	8	20	21	60

Table 16 above is a presentation of results in which the researcher found out, and interestingly so, that all unmarried, divorced and widowed people did not believe that leaders in Masindi Town Council gave constructive advice and feedback on service delivery. Of the 29 married participants in the research project only about 34.5 percent agreed that the advice and feedback was actually given. The other 65.5 percent either disagreed or were not sure of this fact. The results, on the whole, indicate that little on no advice was given by the leaders to improve the quality of public services.

In another instance was it true that members were always kept informed about work-related issues? The researcher went out to get the facts, which are hereby summarized in **Table 17** below:

Table 17: Members are always kept informed about work-related issues

	Frequency	Percent
Strongly disagree	12	20.0
Disagree	18	30.0
Not sure	11	18.3
Agree	9	15.0
Strongly agree	10	16.7
Total	60	100.0

An analysis of **Table17** above indicates that there was information shared out on work-related issues among the staff and political leaders in the Town Council area. However, half the number of respondents (50 percent) out rightly disagreed, at least 20 percent strongly, that members were always kept posted on work-related issues by their supervisors. At least 18.3 did not have an opinion over this but only 31.7 percent were agreeable on this view. This meant that information sharing required strengthening.

The researcher picked interest in whether people always expressed their views freely and fully. **Table 18** that follows has the results.

Table 18: People always freely express their views

	Frequency	Percent		
Strongly disagree	13	21.7		
Disagree	14	23.3		
Not sure	12	20.0		
Agree	13	21.7		
Strongly agree	8	13.3		
Total	60	100.0		

From the foregoing **Table 18**, at least 21.7 percent of the respondents strongly disagreed that there was free and full, if not frank, expression of views. Another 23.3 just disagreed, making a total of 45 percent who were in disagreement. Another 20 percent were not sure about the goings-on but a total of 35 percent were in agreement that free and full expression of views was the order of the day. The majority thought they could not express their views the way they wanted them to be heard. It could be safely stated that, probably, there needs to be more exercise of freedom of expression.

It was expedient to find out, during the research, whether alternative and opposing views were tolerated for sober decision making before services were delivered. The results are hereby presented in **Table 19** that follows.

Table 19: Opposing views are tolerated to aid full consideration of all issues

	Frequency	Percent
Strongly disagree	6	10.0
Disagree	5	8.3
Not sure	8	13.3
Agree	32	53.3
Strongly agree	9	15.0
Total	60	100.0

It can be noted from the foregoing presentation of results in **Table 19** above that the majority of the respondents believed that opposing views were tolerated. The figures revealed that only 18 percent disagreed, some strongly, that opposing views were not considered during deliberations on service delivery levels. A whopping 68.3 percent of the respondents were in agreement, a few of them strongly, that opposing views were tolerated. The results, therefore, indicate that whenever people raised their views, they were not seen as saboteurs but their suggestions were useful.

In a related finding, the researcher examined whether all the stakeholders kept close contact with their colleagues, and the results were as indicated in **Table 20** that follows.

Table 20: All stakeholders keep close contact with their colleagues

	Frequency	Percent
Strongly disagree	7	11.7
Disagree	5	8.3
Not sure	14	23.3
Agree	19	31.7
Strongly agree	15	25.0
Total	60	100.0

As can be observed from **Table 20** above, the results indicate a strong belief that the stakeholders kept in close contact, as more than half (56.7 percent) agreed, many of them strongly, to it. The inquiry revealed 23.3 percent of the respondents were not sure about this contact, while the remaining 20 percent actually denied, the majority of them strongly, that contact existed. The results imply that there was a satisfactory level of cohesion among the stakeholders, and it could be relied upon for improvement in the quality of public services.

On whether members interacted frequently to discuss how to deliver best services, the results are presented in **Table 21** that follows.

Table 21: Members interact frequently to discuss how to deliver best services

	Frequency	Percent
Strongly disagree	7	11.7
Disagree	9	15.0
Not sure	6	10.0
Agree	29	48.3
Strongly agree	9	15.0
Total	60	100.0

The results in **Table 21** above show that there was agreement, much of it strong, that members interacted frequently to discuss how to deliver best services in the Town Council area. According to the findings 63.3 percent fell in this category, 10 percent were not sure about the interaction but the remaining 26.7 percent did not think this interaction existed. Therefore, it can be safely stated that the high level of discourse in Masindi Town Council facilitates participatory planning and implementation of programmes in the public service delivery process.

The researcher was interested in knowing whether members provided constructive advice and feedback on service delivery. The findings are presented in **Table 22** that follows.

Table 22: Members provide constructive advice and feedback on service delivery

	Frequency	Percent
Strongly disagree	5	8.3
Disagree	6	10.0
Not sure	8	13.3
Agree	20	33.3
Strongly agree	21	35.0
Total	60	100.0

Table 22 above shows results after the researcher examined whether members provided constructive advice and feedback on service delivery. The results were normally distributed but with the ‘agree’ and ‘strongly agree’ aspects taking a lion’s share, which indicated that members actually provided constructive feedback. The quality of public services could, therefore, improve as a result, other factors remaining constant. According to the findings 68.3 percent fell in this category. Only 10 percent disagreed, while a meagre 8.3 percent strongly disagreed, although another 13.3 percent had no idea.

The researcher examined whether people evaluated their work to improve on service delivery. The findings are presented in **Table 23** that follows.

Table 23: People evaluate their work to improve on service delivery

	Frequency	Percent
Strongly disagree	10	16.7
Disagree	18	30.0
Not sure	14	23.3
Agree	7	11.7
Strongly agree	11	18.3
Total	60	100.0

Table 23 above displays findings of the study that analysed whether people evaluated their work to improve on service delivery, and the results were normally distributed. It should be noted that almost half the number of the respondents disagreed when the inquiry was made. The findings indicate that 46.7 percent disagreed, a few of them strongly, while another 23.3 percent had no idea. Only 30 percent agreed, although the majority of them strongly, that evaluation took place. There is a problem with the quality of services because of very little or no programme evaluations as the results indicate.

The researcher was interested in knowing whether members build on one another's ideas to offer the best services. **Table 24** that follows has the results.

Table 24: Members build on one another’s ideas to offer the best services

	Frequency	Percent
Strongly disagree	12	20.0
Disagree	16	26.7
Not sure	10	16.7
Agree	10	16.7
Strongly agree	12	20.0
Total	60	100.0

As can be observed in **Table 24**, the majority of the respondents did not believe that members built on one another’s ideas to offer the best services in the town area. According to the results 46.7 percent thought members would just initiate their own ideas and build on them instead of also incorporating their colleagues’ ideas. At least 16.7 percent were neutral but the remaining 36.7 percent knew that their leaders built on their colleagues ideas to provide best services to their communities. This means there was not continuity in council services. There needs to be sharing of ideas so that new ones are built on the old ones.

The study also went out to gather whether there were clear criteria how members could deliver the best services. **Table 25** that follows has the results.

Table 25: There is a clear criterion how members can deliver the best services

	Frequency	Percent		
Not sure	12	20.0		
Disagree	36	60.0		
Strongly disagree	12	20.0		
Total	60	100.0		

According to **Table 25** above the majority 80 percent of the research participants disagreed that there were clear criteria how staff and political leaders at Masindi Town Council could deliver the best services they could. The remaining 20 percent were not sure about this assertion. It could be concluded, and safely so, that if there were any criteria they were not as clear as to convince people that these avenues were the best through which public services could be delivered. That means service delivery was disjointed, compromising its quality.

Objective No. 2 of this study set out to establish the contribution of decision-making to the quality of public services in Masindi Town Council. In the final analysis results on this objective concluded that generally, there was a relationship between decision-making and satisfaction with the quality of services delivered to the community members by public servants.

4.3.3 Research Hypothesis Three – Relationship between clarifying team member moles and the quality of public services

It was further hypothesized that clarifying team member roles contributed to the quality of public services in Masindi Town Council. The third relationship that was established was, therefore,

between clarifying team member roles and satisfaction with service delivery. The hypothesis aimed at evaluating whether the way employees worked as a team was responsible for efficient and effective service delivery. The Pearson Product Moment Correlation was used to test the relationship in which the results are presented in the following **Table 26:**

Table 26: Relationship between clarifying team member roles and satisfaction with service delivery

		Satisfaction with services	Clarifying team member roles
Satisfaction with services	Pearson Correlation	1	.739
	Sig. (2-tailed)	.	.016
	N	60	60
Team work	Pearson Correlation	.739	1
	Sig. (2-tailed)	.016	.
	N	60	60

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

The results in **Table 26** above were generated at a 0.05 level of significance and the probability approach was used to interpret the results. This was where the calculated probability of 0.016 was compared with the predetermined probability of 0.05. Again according to Amin (2005), if the calculated probability is less than the predetermined one, it means there is a relationship between the two variables in issue. In the instant case the variables were clarifying team

member roles and satisfaction with service delivery. The Person's Product Moment Correlation Coefficient, therefore, indicated that there was a relationship.

The researcher analysed whether everyone was committed as a team member and the results are presented in **Table 27** below:

Tables 27: Everyone is committed as a team member to deliver services

	Frequency	Percent
Strongly disagree	13	21.7
Disagree	20	33.3
Not sure	16	26.7
Agree	11	18.3
Strongly agree	0	0
Total	60	100.0

It can be observed from **Table 27** above that there was little belief that there was team commitment. This was revealed by the majority who did not agree, in addition to the number that was non-committal when the inquiry was made. At least 21.7 percent strongly disagreed and another 33.3 just disagreed that such commitment existed. Only 18.3 percent thought there was team commitment while 26.7 were not sure. The results indicate that teamwork lacked in Masindi Town Council at the time of the inquiry, and could greatly affect the quality of public services.

The researcher also analysed whether all the members shared public information in the course of service delivery. The findings are summed up in **Table 28** below:

Table 28: All members share public information rather than keep it to few individuals

	Frequency	Percent
Strongly disagree	15	25.0
Disagree	21	35.0
Not sure	14	23.3
Agree	5	8.3
Strongly agree	5	8.3
Total	60	100.0

According to **Table 28** above the majority of 60 percent of the respondents disagreed, many of them strongly, that all members shared information. Another 23.3 percent remained neutral while only 16.6 percent thought there was information sharing. It can be said that since an overwhelming majority thought otherwise efforts are needed to rationalise sharing of information that should be in the public domain, in order to facilitate transparency.

The researcher also examined whether members influenced one another in the delivery of public services. The results are presented in **Table 29** that follows.

Table 29: Members influence one another to deliver quality services

	Frequency	Percent		
Strongly disagree	8	13.3		
Disagree	13	21.7		
Not sure	18	30.0		
Agree	14	23.3		
Strongly agree	7	11.7		
Total	60	100.0		

Table 29 above shows that 13.3 percent of the respondents strongly disagreed and 21.7 percent just disagreed, totaling 35 percent in disagreement that there was member influence in quality service delivery. A big number of 30 percent remained neutral when the inquiry was made. This left 23.3 percent who agreed and 11.7 percent strongly agreed. Summed up, 35 percent actually agreed to the existence of member influence, exceeding those who disagreed. The results indicate that there is very little influence among staff, implying that many do not regard the quality of public services as an issue.

The researcher was inspired to inquire whether the council members actually had a ‘we-are-in-it-together’ attitude for effective and efficient service delivery which would help in measuring the level of co-operation. The results were revealed as shown in **Table 30** that follows.

Table 30: Members have a ‘we-are-in-it-together’ attitude for effective service delivery

	Frequency	Percent
Strongly disagree	9	15.1
Disagree	23	38.3
Not sure	18	30.0
Agree	5	8.3
Strongly agree	5	8.3
Total	60	100.0

As can be observed from **Table 30** above, there seems not to be a ‘we-are-in-it-together’ attitude in Masindi Town Council. At least 53.4 percent agreed a few of them strongly, that such an attitude did not exist, and 30 percent were not sure it did. The situation could herald conflicts, which need to be nipped in the bud, because the majority of people think they are outsiders in the public service delivery system.

In a related endeavour the researcher investigated whether all members tried to control each other in the course of delivery of services. The results are to be found in **Table 31** that follows.

Table 31: All members try to control each other in the course of delivery of services

	Frequency	Percent
Strongly disagree	13	21.7
Disagree	13	21.7
Not sure	16	26.7
Agree	13	21.7
Strongly agree	5	8.3
Total	60	100.0

The results in **Table 31** above indicate that at least 43.4 percent of the respondents disagreed on whether members controlled each other in the course of delivery of the highly needed public services, while 26.7 percent were nor sure. This means that many members of the Town Council authority acted independently of one another. It could also be said that such individualized services did not probably meet the expected quality worth delivering to the communities.

The study was interested in establishing whether all members supported and provided practical help to one another. **Table 32** that follows sums up the findings.

Table 32: All members support and provide practical help to one another

	Frequency	Percent
Strongly disagree	13	21.7
Disagree	18	30.0
Not sure	15	25.0
Agree	6	10.0
Strongly agree	8	13.3
Total	60	100.0

Table 32 above reveals that some members supported and provided practical help to one another. The figures show that those who agreed to this numbered 23.3 percent. However, another 25 percent were not sure whether this support and help was forthcoming, while the majority 41.7 disagreed with the assertion that all members supported and provided practical help to one another for efficient and effective service delivery. The fact that not even a quarter of the respondents thought there was support and practical help among the staff and political leaders could mean that harmony in Masindi Town Council public service delivery systems was a far cry.

The study went ahead to find out whether all members monitored one another in order to raise and maintain high standards of public service delivery. **Table 33** that follows summarises the results.

Table 33: All members monitor one another to maintain high service delivery standards

	Frequency	Percent		
Strongly disagree	7	11.7		
Disagree	7	11.7		
Not sure	8	13.3		
Agree	21	35.0		
Strongly agree	17	28.3		
Total	60	100.0		

Table 33 above shows high levels of monitoring. A combined total of 63.3 percent agreed that such monitoring existed. Only 13.3 percent were not sure and the remaining 23.4 percent objected to the assertion that all members monitored one another for the purpose of maintaining high standards of service delivery. The results mean that since programmes are monitored there are high chances of success.

There was need to find out if members had a genuine concern over the well being of their colleagues. **Table 34** that follows displays the feelings.

Table 34: Members have a genuine concern over the well being of their colleagues

	Frequency	Percent
Strongly disagree	9	15.0
Disagree	22	36.7
Not sure	15	25.0
Agree	6	10.0
Strongly agree	8	13.3
Total	60	100.0

According to **Table 34** above a minor majority of the participants disagreed on whether members had a genuine concern over the well being of their colleagues. A combined 51.7 percent were in this category, while nearly half this number was neutral. Only a minority 23.3 percent agreed, though the majority of this minority did so strongly, at the time the inquiry was made. This scenario could point at the fact that things fall apart since the majority of the leaders were said not to be concerned about others, thereby jeopardizing the quality of services.

The researcher deemed it fit to examine whether the town authority officials and political leaders shared resources to help in the delivery of the requisite public services to the local communities that deserved them. The results are presented in **Table 35** that follows.

Table 35: People share resources to help in delivery of services

	Frequency	Percent
Strongly disagree	10	16.7
Disagree	10	16.7
Not sure	15	25.0
Agree	16	26.7
Strongly agree	9	15.0
Total	60	100.0

The results in **Table 35** above did not generally indicate that there was adequate sharing of resources because there was a normal distribution in which the majority either disagreed or remained neutral. On the whole only 41.7 percent consented to public officials sharing resources to serve their people. The remaining 58.3 percent strongly disagreed, just disagreed or were not sure. The results mean that there is failure to rationalize public resources, leading to duplication of work or even wastage of the resources.

The research looked at whether all members of staff, political leaders and the community felt understood or accepted in their endeavours. **Table 36** that follows presents the feelings.

Table 36: Everyone feels understood and acceptable by the others

	Frequency	Percent
Strongly disagree	17	28.3
Disagree	8	13.3
Not sure	10	16.7
Agree	16	26.7
Strongly agree	9	15.0
Total	60	100.0

The results as shown in **Table 36** above that were analysed indicated that on average, there was disagreement on the fact that everyone felt understood and accepted by the others. This was revealed by the fact that most of the participants did not agree with the suggestion. Only 41.7 percent agreed, while the remaining 68.3 percent either disagreed outright or did not want to commit themselves. The results mean that many people feel isolated and do not open up to challenges in improving the quality of public services.

From the third objective, it can be noted that the relationship between clarifying team member roles and satisfaction with service delivery was significant. The researcher also analysed the distribution of the frequencies and percentages of the data, which also indicated that the relationship actually existed. If services were to be delivered appropriately, there was need for the employees to work together as a team and this would help them in identifying exactly what the Town Council clients needed in order to develop themselves and their areas.

4.4 Client satisfaction with services provided by Masindi Town Council

Clients' satisfaction implies assessing the efficiency and the legitimacy of service provision, not only against governmental administrative actions impacting on the standards of living of beneficiaries, but also with reference to the quality of services accessible to all clients (OECD, 2000). For the purpose of this research, clients' satisfaction revolved around convenience, accessibility, timeliness, reliability, thoroughness and appropriateness of the services Masindi Town Council provided. It was necessary to find out how the communities in the research area felt about those services, and the following **Table 37** presents the results:

Table 37: Convenience in service delivery

	Frequency	Percent		
Very important	12	20.0		
Important	9	15.0		
Not sure	7	11.7		
Less important	16	26.7		
Not important	16	26.7		
Total	60	100.0		

According to **Table 37** above only 35 percent of the respondents ranked high the convenience of services provided. At least 11.7 percent were not sure whether it mattered but the majority of 53.4 percent did not think convenience was a factor. For them any service the town authority offered was welcome, regardless of whether or not it inconvenienced them. The results mean that the people cannot hold the authorities accountable for the quality of services they render.

On whether the respondents felt accessibility of the services was important the following **Table 38** has the results:

Table 38: Accessibility in service delivery

	Frequency	Percent		
Very important	12	20.0		
Important	13	21.7		
Not sure	23	38.3		
Less important	4	6.7		
Not important	8	13.3		
Total	60	100.0		

According to **Table 38** above accessibility to Council services is mildly important, because only 41.7 percent of the respondents thought it was. Another 38.3 did not, though they stated that they were not sure. The paltry 30 percent respondents, who did not see its importance, could not comparatively match the perception that it was important. The results mean that the quality of services rendered by Masindi Town Council barely attracts the beneficiaries, probably on account that it is not up to the required standard.

Timeliness of service provision was important, as results in **Table 39** that follows reveal.

Table 39: Timeliness in service delivery

	Frequency	Percent		
Very important	10	16.7		
Important	30	50.0		
Not sure	8	13.3		
Less important	8	13.3		
Not important	4	6.7		
Total	60	100.0		

The analysis in **Table 39** shows the majority respondents of 67.7 percent thought timeliness in rendering public services at Masindi Town Council was important. Only 13.3 percent did not have an idea as to its importance, but another 20 percent thought service provision was not time-bound. According to them services could be rendered anytime without a hitch. The results mean that people want services to be delivered when they need them.

On whether reliability of service delivery was an issue the following **Table 40** has the results:

Table 40: Reliability in service delivery

	Frequency	Percent		
Very important	11	18.3		
Important	19	31.7		
Not sure	20	33.3		
Less important	10	16.7		
Total	60	100.0		

Half the number of respondents felt reliability of services was important, **Table 40** indicates. A third was not sure while 16.7 did not see its importance. The implication is that when a service is not reliable, it had better not even be rendered.

Another tenet of satisfaction with the services was thoroughness in its provision. The researcher went to find out if respondents thought thorough service provision was important. The following **Table 41** shows the results.

Table 41: Thoroughness in service delivery

	Frequency	Percent		
Very important	18	30.0		
Important	23	38.3		
Not sure	6	10.0		
Less important	7	11.7		
Not important	6	10.0		
Total	60	100.0		

In **Table 41** above thoroughness in service provision by staff and political leaders was important, at least 68.3 percent of the respondents so thought. Those who were not sure of its importance and those who did not see its importance, combined to compare favourably with those that value thoroughness in service provision. That should mean that a service rendered carelessly might have negative repercussions, according to the majority of respondents.

The instant study looked at appropriateness of the service to see whether respondents thought it was important. **Table 42** that follows has the results.

Table 42: Appropriateness in service delivery

	Frequency	Percent		
Very important	21	35.0		
Important	16	26.7		
Not sure	14	23.3		
Less important	4	6.7		
Not important	5	8.3		
Total	60	100.0		

According to **Table 42** above it was important to render services appropriately. The analysis shows that those respondents who held this view were 61.7 percent, out-competing those that had no idea and those that thought otherwise, all put together. The results imply people can determine the service quality they want.

4.5.0 Customer characteristics among the Management and Staff

Writing about a conceptual model of service quality and its implication for future research Parasuraman, et al (1985) contend that the tenets of service quality are tangible, reliability, responsiveness, empathy and assurance.

4.5.1 Tangible

According to the authors (Parasuraman, et al, 1985) tangible services in an urban area include maintenance of green spaces, staff appearance, display of public notices, and the nature of office facilities. Others are the drainage systems in the built-up area, the state of public toilets, location of the headquarters, and office space and layout, among others. The researcher zeroed in on the

foregoing and wanted to find out how tangible the services delivered at Masindi Town Council were. Results of all the foregoing aspects are presented in the Tables that follow.

Table 43 below looks at the respondents' rating of maintenance of green spaces.

Table 43: Rating of maintenance of green spaces

	Frequency	Percent		
Undecided	17	28.3		
Poor	35	58.3		
Fair	8	13.3		
Total	60	100.0		

According to results in **Table 43** above the majority of the respondents thought maintenance of green spaces in Masindi Town Council was poor, indicated by 58.3 percent. Only 13.3 thought it was fair while the remaining 28.3 were undecided. The results mean there is need for soul searching on the part of the managers of these green spaces, to ensure satisfactory maintenance is carried out.

The researcher went to find out how staff is rated in appearance as an aspect of tangible services delivery. **Table 44** that follows shows the results.

Table 44: Rating of staff appearance

	Frequency	Percent		
Undecided	10	16.7		
Poor	21	35.0		
Fair	10	16.7		
Good	12	20.0		
Excellent	7	11.7		
Total	60	100.0		

Table 44 above reveals that a tiny fraction of 11.7 percent of the respondents rated staff appearance as excellent while a bigger one of 36.7 percent rated it good or fair. However, a significant 35 percent thought staff appearance was poor while the remaining 16.7 percent did not have an idea. On the whole staff appearance was far from being appreciated by the majority, implying that it required an improvement if the Council image was to be redeemed and remain afloat.

In another instance the researcher surveyed the rating of public notices displayed by the urban authority. **Table 45** that follows shows the results.

Table 45: Rating of public notices

	Frequency	Percent		
Undecided	4	6.7		
Poor	3	5.0		
Fair	28	46.7		
Good	18	30.0		
Excellent	7	11.7		
Total	60	100.0		

According to the results in **Table 45** above, at least 88.4 percent of the respondents agreed that publication of notices was done since they all rated it as excellent, good or fair. A negligible five percent rated it as poorly done while another 6.7 percent were non-committal. The results mean that people could make informed decisions about the quality of services they received.

The researcher was interested in knowing the respondents' rating of office facilities in Masindi Town Council. **Table 46** that follows shows the results.

Table 46: Rating of office facilities

	Frequency	Percent		
Undecided	6	10.0		
Poor	28	46.7		
Fair	19	31.7		
Good	7	11.7		
Total	60	100.0		

In **Table 46** among the respondents who had an opinion, most of them rated the Council office facilities as poor and 46.7 percent of them were of this view. Only 43.4 percent thought the facilities were either good or fair but the remaining 10 percent were undecided. It would, therefore, appear that poor council facilities did not provide a conducive atmosphere for efficient and effective delivery of quality services to the communities.

The drainage system in town was another aspect the researcher wanted views on. **Table 47** below has the results:

Table 47: Rating of the drainage system

	Frequency	Percent		
Undecided	4	6.7		
Poor	15	25.0		
Fair	27	45.0		
Good	9	15.0		
Excellent	5	8.3		
Total	60	100.0		

Of the total respondents, 68.3 were of the view that the drainage system was sufficient, if the analysis in **Table 47** above is anything to go by. There were those numbering 25 percent who said it was poor and needed improvement, but there were the undecided, numbering 6.7 percent who shied away from giving an opinion. It could, therefore, sufficiently be said that the drainage system in the urban area was satisfactory. However, there was always room for improvement.

Coupled with this the respondents were asked to rate public toilets and their maintenance. The following **Table 48** shows the results:

Table 48: Rating of public toilets

	Frequency	Percent		
Undecided	8	13.3		
Poor	28	46.7		
Fair	19	31.7		
Good	5	8.3		
Total	60	100.0		

The analysis in **Table 48** above reveals that maintenance of public toilets in the urban area was poor, at least in the eyes of the 46.7 percent respondents. Combined, those who said the toilets were well maintained numbered 40 percent, far below those who thought otherwise. However, 13.3 percent failed to have a position, or perhaps did not know what to say. The results imply that there was poor maintenance of toilets, and disease outbreak as a result could not be ruled out.

The location of the office was another factor that was said to influence the service delivery quality, and the researcher sought ideas about it. **Table 49** that follows has results of a survey into this aspect.

Table 49: Rating of office location

	Frequency	Percent		
Undecided	12	20.0		
Poor	13	21.7		
Fair	20	33.3		
Good	9	15.0		
Excellent	6	10.0		
Total	60	100.0		

In the **Table 49** above the majority of respondents, 58.3 percent at that, rated the office location as satisfactory. A negligible 21.7 percent thought otherwise, while another 20 percent were undecided. The results imply that office location was crucial because a poorly located one might not serve the purpose for which it was set up.

The location of the office aside, respondents were asked to comment on the space the offices occupied. **Table 50** that follows has the results.

Table 50: Rating of office space and layout

	Frequency	Percent		
Undecided	6	10.0		
Poor	18	30.0		
Fair	19	31.7		
Good	12	20.0		
Excellent	5	8.3		
Total	60	100.0		

In **Table 50** above most respondents agreed that the office space was sufficient enough for efficient and effective delivery of council services. To this aspect 60 percent gave a nod but half that number decided otherwise, while the remaining 10 percent were undecided. The results imply that there is enough comfort for the authorities to carry out their duties unencumbered.

4.5.2 Reliability

Reliability could be defined as the degree to which the performance of the elements in a bulk system results in service being delivered to clients (Kueck, et al, 2004) within accepted standards and in the quantity desired. The degree of reliability may be measured by the frequency, duration, and magnitude of adverse effects on the service. The researcher went to establish whether clients got the services they wanted, promptly and consistently, the way they wanted them, basing on the clients' charter if it existed. **Table 51** that follows has the results of whether the respondents got the services they wanted.

Table 51: Clients getting the services they want

	Frequency	Percent		
Undecided	9	15.0		
Poor	18	30.0		
Fair	19	31.7		
Good	10	16.7		
Excellent	4	6.7		
Total	60	100.0		

According to **Table 51** above most respondents knew that they were getting the services they wanted, as a total of 55.1 percent rated it as fair, good or excellent. A small number of 15 percent was undecided while 30 percent did not think they were getting the service they wanted. The results mean that since it was not easy to satisfy everyone it could be safely noted that the Council was delivering the services that clients wanted.

It was the researcher's view that respondents comment on the time frame within which the Council delivered services to them. **Table 52** below has the results:

Table 52: Services delivered promptly

	Frequency	Percent		
Undecided	5	8.3		
Poor	41	68.3		
Fair	14	23.3		
Total	60	100.0		

An overwhelming number of respondents, according to **Table 52**, were of the view that the Council services were either delivered late or not at all. To this end 68.3 percent testified while 8.3 abstained. Nevertheless, 23.3 percent reluctantly appreciated that the services were delivered promptly. The results indicate that going by the majority, it might have to be said that there was need to improve on the time frame for delivery of Council services.

Respondents were asked to give an opinion on whether services were delivered to them the way they wanted them. **Table 53** below shows results:

Table 53: Services delivered the way clients want them

	Frequency	Percent		
Undecided	4	6.7		
Poor	24	40.0		
Fair	21	35.0		
Good	5	8.3		
Excellent	6	10.0		
Total	60	100.0		

Table 53 above shows that of the respondents who gave an opinion as many as 40 percent thought they were not accessing justice because the services were not at all being delivered the way they wanted them. However, the majority of 53.3 percent conceded that it was either fair, good or excellent they accessed services the way they wanted them. The results mean that

programme implementers did not bother to find out about their clients' views on the way services were delivered, and so they were not sufficiently serving the people they were meant to.

Were the services consistent? The researcher went about finding responses and **Table 54** below highlights them:

Table 54: Consistence in service delivery

	Frequency	Percent		
Undecided	7	11.7		
Poor	19	31.7		
Fair	30	50.0		
Good	4	6.7		
Total	60	100.0		

Analysis of **Table 54** above indicates that the majority of respondents totaling 56.7 percent said the council service delivery levels were consistent. Although 11.7 percent were undecided on this, 31.7 diverged from the fact that the services were delivered consistently. This means that the services were normally regular.

In some instances service providers such as Masindi Town Council put in place a memorandum of understanding, technically called a clients' charter. It binds the service provider and the beneficiary, outlining the roles of each party. The researcher thought it would be a good idea to get responses on this, and they are captured in **Table 55** that follows.

Table 55: Rating of the clients' charter

	Frequency	Percent		
Undecided	5	8.3		
Poor	18	30.0		
Fair	21	35.0		
Good	12	20.0		
Excellent	4	6.7		
Total	60	100.0		

According to **Table 55** above the clients' charter existed and was rated highly by the respondents. Only 30 percent rated it poor but the majority who totaled 61.7 was of the view that it was fair, good or excellent. At least 8.3 percent were undecided on the issue. The results mean that the service delivery agents knew what they were doing at the time the inquiry was done since they worked to fulfill what was required of them in accordance with the clients' charter, and that they intended to do it in the best interest of the beneficiaries.

4.5.3 Responsiveness

Responsiveness should be taken to mean the extent of an entity's capability in providing speedy services (a variety of them), and willingness to help clients get what they should within the service delivery processes (Razalli, 2008). In this context the researcher decided to find out if all members of staff were allowed to suggest the service delivery modes. **Table 56** that follows has the responses.

Table 56: State of responsiveness when the whole staff is allowed to suggest

	Frequency	Percent		
Poor	7	11.7		
Fair	31	51.7		
Good	14	23.3		
Excellent	8	13.3		
Total	60	100.0		

It is clear in **Table 56** above that responsiveness at Masindi Town Council was taken in high esteem. All participants in this research responded, unlike in some cases where others were non-committal or undecided. A total of 88.3 percent said the level of responsiveness was satisfactory since they ranked it fair, good or excellent. A paltry 11.7 percent thought it was poor. The results mean that suggestions were highly regarded and could improve the quality of public services.

The researcher sought respondents' views on how they ranked the speed of response by the urban authority in service delivery. **Table 57** that follows has the results.

Table 57: Response in service delivery

	Frequency	Percent		
Undecided	4	6.7		
Poor	14	23.3		
Fair	25	41.7		
Good	14	23.3		
Excellent	3	5.0		
Total	60	100.0		

As seen before, most respondents thought that all staff that provided the services was allowed to suggest the mode of delivery of these services and other issues incidental thereto. **Table 57** above reiterates that 70 percent confirmed staff response was satisfactory since they ranked it fair, good or excellent. Therefore, the results mean that there was hope the quality of public services would continue improving as more suggestions to that effect came in.

4.5.4 Empathy

Empathy is when a service employee shows that he/she understands and sympathizes with the customer's situation. The greater the level of this understanding, the better. Empathy is a platform for effective understanding, communication and relationships (Chapman, 2009). It is essential to developing solutions, win and retain clients, avoiding or diffusing conflict. In addition it is essential for handling complaints. It was for that reason that the researcher deemed it necessary to elicit responses on how staff understood their clients' needs. **Table 58** that follows captures the results.

Table 58: How staff understands your needs

	Frequency	Percent		
Undecided	5	8.3		
Poor	17	28.3		
Fair	19	31.7		
Good	12	20.0		
Excellent	7	11.7		
Total	60	100.0		

The majority of respondents were satisfied that the Town Council staff understood their needs. From **Table 58** above at least 63.4 percent of them ranked this service as fair, good or excellent. However, a significant 28.3 percent ranked it poor, while another 8.3 percent did not have any comment. The results mean that pro-people services were likely to be delivered since most members of staff understood their clients' needs.

As another way of finding out empathy among staff in order to establish the quality of service they provided the researcher sought responses on staff behaviour. **Table 59** that follows shows the results.

Table 59: Pleasant staff behaviour

	Frequency	Percent		
Undecided	6	10.0		
Poor	17	28.3		
Fair	22	36.7		
Good	11	18.3		
Excellent	4	6.7		
Total	60	100.0		

Staff behaviour was pleasant as far as the respondents were concerned. They ranked it satisfactory by assigning it qualities of fair, good and excellent. On the whole **Table 59** above shows that 36.7 percent said the behaviour was fair while 18.3 percent and 6.7 percent ranked it good and excellent respectively. However, a significant number of 28.3 percent did not see any value in how the staff behaved; meaning that even the services they rendered could not be appreciated. Only 10 percent were undecided. The results mean that the behaviour of staff was appreciated, implying that the people would hold them in esteem and give them confidence as they went about the Council business.

The researcher wanted to know whether staff consulted residents on the services they needed, and the results are contained in **Table 60** that follows.

Table 60: Staff consults residents

	Frequency	Percent		
Undecided	11	18.3		
Poor	16	26.7		
Fair	23	38.3		
Good	10	16.7		
Total	60	100.0		

From **Table 60** above the staff made some consultations on the services to provide in the communities. As many as 55 percent of the respondents ranked the level of consultations as fair or good, even when 26.7 percent thought it was poor. As usual 18.3 percent did not have any idea, or had it but kept it to themselves. The results mean that since services were rendered after some consultations it was assumed that were the best that could be rendered in the circumstances.

It was imperative for the researcher to find out whether compliance during the supply chain and service delivery process was enforced. The elicited responses are contained in **Table 61** that follows.

Table 61: Enforcement of compliance

	Frequency	Percent		
Undecided	8	13.3		
Poor	17	28.4		
Fair	23	38.3		
Good	6	10.0		
Excellent	6	10.0		
Total	60	100.0		

The analysis in **Table 61** above reveals average enforcement because 58.3 percent of the respondents said it fair, good or excellent. The remaining 31.7 percent either saw it as poor or were undecided. The results mean that in addition to the staff understanding clients' needs, being well-behaved and consulting the residents the other requirements for a high quality of services, such as ensuring standards were followed, were fulfilled.

4.5.5 Assurance

In the eyes of Bolton and Drew (2010) assurance is a procedure or set of procedures intended to optimize performance and provide management guidance in communications networks and end-user applications. Service assurance is an all-encompassing paradigm that revolves around the idea that maximizing customer satisfaction inevitably maximizes the long-term profitability of an undertaking, in this case service provision in Masindi Town Council. Assurance in service provision takes the form of courtesy of staff, their professionalism, attention to detail, friendliness and politeness, helpfulness, knowledge and honesty, and being easily accessible.

In this respect the researcher went out to establish if staff was courteous as they delivered services, and **Table 62** below has the results:

Table 62: Courtesy of staff

	Frequency	Percent		
Undecided	9	15.0		
Poor	26	43.3		
Fair	22	36.7		
Good	3	5.0		
Total	60	100.0		

According to **Table 62** above the staff was demonized for not being courteous but also praised in almost equal measure for their courtesy. Results show that although 15 percent of the respondents were undecided, 43.3 percent ranked staff courtesy as poor while 41.7 percent qualified their courtesy as fair or good. Since clients integrate their perception of a service to form an overall evaluation, the results mean that they could base on this evaluation and decide to go in for the services or not.

Assurance also takes the form of professionalism of staff. The researcher wanted to find out about this and the results are displayed in **Table 63** that follows.

Table 63: Professionalism of existing staff

	Frequency	Percent		
Undecided	4	6.7		
Poor	16	26.7		
Fair	25	41.7		
Good	15	25.0		
Total	60	100.0		

Most respondents agreed that the staff at Masindi Town Council was professional. According to **Table 63** above as many as 66.7 percent were of this view but 26.7 percent opposed it. Only 6.7 percent were undecided. The results imply that the staff did their work professionally and in an organized manner.

The researcher was interested in attentiveness of staff and went to find out. The results are in the following **Table 64**:

Table 64: Staff attentiveness to clients

	Frequency	Percent		
Undecided	10	16.7		
Poor	11	18.3		
Fair	28	46.7		
Excellent	11	18.3		
Total	60	100.0		

Again most respondents attested to the fact that whenever they went for services the staff attended to them in a satisfactory manner. **Table 64** shows that 65 percent ranked the level of staff attentiveness as fair or good even though 18.3 percent did not share this view. Another 16.7 percent were undecided. The results mean that the staff were committed to their work and served to the best of their abilities.

Staff friendliness and politeness are other aspects of assurance in service delivery. The researcher went to find out how the staff at Masindi Town Council fared, and the results are displayed in the following **Table 65**:

Table 65: Staff friendliness and politeness

	Frequency	Percent		
Undecided	7	11.7		
Poor	10	16.6		
Fair	34	56.7		
Good	9	15.0		
Total	60	100.0		

The staff scored very highly in friendliness and politeness. According to **Table 65** above a majority of 71.7 percent of the respondents qualified them as fair or good. The remaining 28.3 percent were either undecided or ranked them poor. Going by the majority of the respondents, the level of staff friendliness and politeness was commendable. The results imply that although the staff had those desirable attributes the bar could be taken to a higher level.

Whether staff was helpful was another bone of contention that required responses. **Table 66** below highlights the responses.

Table 66: Staff helpfulness

	Frequency	Percent		
Undecided	4	6.7		
Poor	20	33.3		
Fair	21	35.0		
Good	11	18.3		
Excellent	4	6.7		
Total	60	100.0		

As many as 60 percent of the respondents were satisfied that the staff were helpful, because they qualified them as fair, good or excellent. Another 33.3 percent did not think so and 6.7 percent abstained from giving their responses. From **Table 66** above it means the staff did as much as they could possibly do to help their clients.

The researcher believed with some degree of certainty that the staff were knowledgeable in their undertakings. However, this required confirmation through the research findings. **Table 67** that follows has the results.

Table 67: Staff knowledgeable

	Frequency	Percent		
Undecided	9	15.0		
Poor	16	26.7		
Fair	24	40.0		
Good	11	18.3		
Total	60	100.0		

Most of the respondents totaling 58.3 percent stated clearly that the staff knowledge was satisfactory. However, as **Table 67** above reveals a significant 41.7 percent did not share this view because 15 percent were undecided and the other 26.7 said the staff knowledge was unhelpful. This implies that the staff knew what they were doing and could, therefore, be relied on to do the right things.

To determine the honesty of staff the researcher engaged respondents and the results are displayed in **Table 68** that follows.

Table 68: Staff honesty

	Frequency	Percent		
Undecided	8	13.3		
Poor	5	8.3		
Fair	19	31.7		
Good	14	23.3		
Excellent	14	23.3		
Total	60	100.0		

An overwhelming total of 78.3 percent of the respondents affirmed that the staff was honest, according to **Table 68**. Honesty of staff is a crucial factor in service provision. The results mean that if there were problems in improving the quality of services to the communities, staff honesty was not one of them. It should be noted, however, that a certain section of the respondents numbering 8.3 percent remained grumbling, saying the staff were not honest as they reasonably should be. Another 13.3 percent were non-committal and it was difficult to get their opinion on this.

Honesty aside, the researcher wanted to establish whether the staff were easy to meet. Respondents were asked to give their views and they are highlighted in **Table 69** that follows.

Table 69: Clients' accessibility to staff

	Frequency	Percent		
Undecided	5	8.3		
Poor	18	30.0		
Fair	23	38.3		
Good	14	23.3		
Total	60	100.0		

While 8.3 percent of the respondents were undecided, 30 percent rated their accessibility to staff as poor. However, a bigger section covering 61.7 percent were comfortable with staff accessibility. According to **Table 69** above they categorized this accessibility as fair and good. The results mean that a few clients could not access staff, meaning they were not adequately served, but the majority was.

4.6 Employee attitude towards change

Attitude is a crucial factor for any change initiative. It is a mental position consisting of a feeling, emotion, or opinion evolved in response to an external situation (Clark, 2009). Every manager yearns for that elusive "something" in each of their employees. An attitude can be momentary or can develop into a habitual position that has a long-term influence on an individual's behavior. Attempts can be made to modify attitudes that have a negative effect in the workplace, for example, through education and training.

Attitude could mean different things to different people, but in the context of this research it was closely aligned with that of top performers who took responsibility for their achievements. The researcher examined how open and responsive members were, whether they searched for fresh and new ways of solving problems, whether they were interested in their job, whether there was a feeling of trust between civil and political servants, and whether they tried to contribute their own original views.

The researcher went out to establish whether members had a positive world outlook, and the following **Table 70** has the results:

Table 70: Members are open and responsive

	Frequency	Percent		
Strongly disagree	3	5.0		
Disagree	15	25.0		
Not sure	18	30.0		
Agree	15	25.0		
Strongly agree	9	15.0		
Total	60	100.0		

According to **Table 70** above up to 60 percent of the respondents disagreed or were not sure that members were open and responsive. Only 40 percent of them agreed to this fact. Members who had a positive world outlook at work could drive a manager right up the wall. The results mean that if public servants only got negative comments and excuses from someone, they were unable to handle their responsibilities. They possibly ran into barriers and simply stopped and

complained. A person with the right attitude looked at barriers as the fun part of the job. They could not wait to get stuck into them — to find some new ideas on how to overcome them and to go over, under, around or through the barriers to get their results.

The researcher also wanted to find out if members thought ahead and searched for fresh new ways of solving problems. **Table 71** below has the analysis:

Table 71: People search for fresh and new ways of solving problems

	Frequency	Percent		
Strongly disagree	4	6.7		
Disagree	14	23.3		
Not sure	21	35.0		
Agree	17	28.3		
Strongly agree	4	6.7		
Total	60	100.0		

Most of the respondents as shown in **Table 71** above disagreed or were not sure whether people at Masindi Town Council thought ahead to solve problems before they arose. As many as 30 percent disagreed while 35 percent were not sure. Only 35 percent could say with a degree of certainty that staff proactively solved their problems. The results imply that the people did not only fail to have a good grasp of the basic concepts of the job, but they could also not envisage the end results. Those who searched for fresh and new ways could see things in their area that others had overlooked.

A person with a good attitude has lots of ideas about their job. They are constantly seeking new ways to improve. They also get a kick out of producing the results of their work and quite easily show a degree of pride in what they create. Their interest is high, because they are good at what they do. The researcher, therefore, deemed it necessary to establish whether actually people at Masindi Town Council were interested in their job. **Table 72** below has the results:

Table 72: People at Masindi Town Council are interested in their job

		Frequency	Percent		
Valid	Strongly disagree	5	8.3		
	Disagree	14	23.3		
	Not sure	19	31.7		
	Agree	16	26.7		
	Strongly agree	6	10.0		
	Total	60	100.0		

According to **Table 72** above most respondents did not agree that people at Masindi Town Council were interested in their job. Up to 63.3 percent strongly disagreed, just disagreed or were not sure about this fact. Only 36.7 agreed. A person not interested in their job often cannot see where they are going, or what they are supposed to achieve. The results imply that one has to keep pointing the way for people at Masindi Town Council — a painful chore.

The researcher also went out to establish if there was a feeling of trust between civil servants and their political supervisors, and **Table 73** that follows summarises the responses.

Table 73: There is a feeling of trust between civil and political servants

		Frequency	Percent		
Valid	Strongly disagree	6	10.0		
	Disagree	13	21.7		
	Not sure	16	26.7		
	Agree	19	31.7		
	Strongly agree	6	10.0		
	Total	60	100.0		

As many as 58.4 percent of the respondents, reveals **Table 73**, disagreed or were not sure about trust between civil servants and their political supervisors. Only 41.6 percent said there was a feeling of trust between the two parties. It could be said that if there was trust, full results in service provision would be apparent. The actions performed by a person who feels trusted can be relied upon. They get the required results without needing to constantly be checked upon or have their actions directed. The results mean that since there was little trust between the civil and political servants their full potential was not cultivated, affecting the quality of public services.

Finally, it was necessary to establish whether everybody at Masindi Town Council was willing to contribute ideas for the purpose of best service delivery. The results of this are displayed in **Table 74** that follows.

Table 74: People always want to contribute ideas

	Frequency	Percent		
Strongly disagree	7	11.7		
Disagree	22	36.7		
Not sure	14	23.3		
Agree	9	15.0		
Strongly agree	8	13.3		
Total	60	100.0		

As has been the trend, the majority of respondents disagreed or was not sure that people at Masindi Town Council were keen at contributing ideas for efficient and effective service provision. According to **Table 74** above as many as 71.7 percent fell in this category, and only 28.3 percent agreed, some strongly. When an employee has a "good attitude", they just naturally want to contribute to the forward progress. They jump at the chance to help out when they can. The results mean that the majority of people at Masindi Town Council could not offer to do things that were not in their area of operations that would definitely contribute to the overall achievements.

Why was it apparently easy for them to assume this incorrect attitude? It all came down to understanding the ideals that underpinned the operation and recognising the correct actions that would bring about the desired end results; an improved quality of public services delivered in Masindi Town Council.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Chapter Five of the study, as is presented in these pages, discusses the results presented in the previous Chapter Four. It also derives conclusions and recommendations, and outlines the areas for further research.

5.2 Discussion

The study was guided by hypotheses, all of which were analysed using the Pearson's Product Moment Correlation Coefficient, sometimes known as PMCC. The idea behind this was mainly because they all tested relationships (See **Appendix 1**). PMCC, named after an English mathematician, Karl Pearson, is a quantitative tool which yields a coefficient that describes the slope of the line (as can best be determined) between Y and X variables (Macdonel, 2010). A value of 1 denotes a perfectly linear correlation in a positive direction, and a value of -1 is a perfect negative correlation. All possible values fall between 1 and minus 1. It is the most commonly used method of computing a correlation coefficient between variables that are linearly related. In this research the data fulfilled the conditions that must exist for PMCC to be used. Amin (2005) argues that if the calculated probability is less than the predetermined 0.05 level of significance, it means there is a significant relationship between the two variables, and

conversely so. In this research results were generated and interpreted, establishing a significant relationship between conflict resolution and satisfaction with service delivery.

The study analysed whether people blamed one another in case service delivery was not moving well. The results indicated little evidence that people blamed each other. Out of 60 respondents, only 18 percent of the respondents believed that such blame was experienced. There seemed to be an 'I-don't-care' attitude among the people in Masindi Town Council, whether or not services were delivered. With time, there could be further deterioration of service provision and consequent suffering of the people due to lack of supervision.

Supervision is one of the essential roles played by managers in an organization and it is vital for the overall growth and profitability of an entity. It can be formally termed as the relationship which exists between the junior members and senior members in any profession. The relationship is usually evaluative, aims at enhancing skills and knowledge of the junior members, extends over duration of time, monitors the value of the services which are offered by these junior persons (Brooke, 2010) and also acts as an overseer to the profession. Supervision, however, does not entail conditioning or even threatening the junior persons to behave in a particular manner which the manager or leader is comfortable with. It entails overseeing the activities of the junior members to ensure that they are in line with the organisation's policies, objectives and goals. Supervision also involves helping the employees or junior persons to extend their understanding and professional skills. Effective supervision in workplaces acts as a motivating factor and increases job satisfaction leading to high productivity. However, the lack of it in workplaces has far-reaching negative impacts on employees' safety, productivity and

morale. Lack of supervision exonerates responsibility for preventing mistakes, problems, accidents and/or injuries.

The researcher went in to further investigate whether everyone's view was listened to in the process of service delivery. The results indicated that generally this aspect lacked. The majority of the respondents did not agree and at the same time, there was a substantially big number that was not decided in their response, meaning they could not pronounce themselves with certainty that everybody's view was listened to. Failure by managers to listen to their subordinates might be one of the leading causes of conflict and demoralization. A manager can earn the cooperation of the group by listening to them and, therefore, can motivate followers effectively and positively. Decisions arise from consultation and participation within the group members first so that the decision making is not unilateral. When democratic managers are present in the workplace the management style produces a work environment that employees can feel satisfied with (Kimberley, 2010). Subordinates feel that their opinion counts because of the shared communication. Because of that feeling they can become more committed to achieving the goals and objectives of the organization.

As part of this study, it was important to understand the nature of conflicts, especially whether everyone was friendly since it was assumed that all the employees were working for the same cause. The results indicated that friendship and accessibility to staff and leaders were at their lowest ebb. People simply met at work as workmates, not colleagues. However, some people had developed special relationships and were dealing with one another on a number of issues outside their jobs. Key issues of performance, productivity and profit cannot be divorced from

how people are relating with each other in the workplace (Sieler, 2009), there is no doubt. Workplace friendship is said to reduce workplace stress, increase communication, help employees and managers accomplish their tasks, and assist in the process of accepting organizational change. Despite possible adverse consequences that may also occur (workplace friendship resulting in conflict-of-interest or harassment allegations, for instance), successful managers frequently develop friendships with others in their own organizations. While some employees and managers choose not to have such relationships, those who do often find that it makes both good and bad jobs better (Berman, et al, 2010).

As part of the analysis of conflicts at the workplace, the researcher examined whether there was self appraisal and appraisal of the organization by employees and their supervisors. The results indicated that the majority of the employees did not identify the weaknesses of the Town Council. For the few who did that was a positive step because identification of a problem is the genesis of its cure. Others could learn from those. One of the most important steps in the cycle of excellence is the employee self-appraisal (Coleman, 2010). It is worth taking the time to complete this exercise thoughtfully, because it enables the employee to compare their impression of how well they did with the organisation's impression. Self-appraisal benefits the employee in that the performance review process is so closely related to their career advancement. Eventually, the organization gains from the employee's confidence arising from additional skills acquired with time.

Whether conflicts among members were always solved satisfactorily, it was found out that the majority of members were not happy with the way conflicts were handled. Conflict resolution is

a delicate matter that should be handled with a sober mind. The situation could get out of hand if not properly handled, seriously affecting service delivery. In many cases, conflict in the workplace just seems to be a fact of life. Situations abound where different people with different goals and needs have come into conflict, resulting into often-intense personal animosity. The fact that conflict exists, however, is not necessarily bad; as long as it is resolved effectively and efficaciously, it can lead to personal and professional growth. In many cases, effective conflict resolution can make the difference between positive and negative outcomes.

The good news is that by resolving conflict successfully, one can solve many of the problems that it has brought to the surface, as well as getting benefits that one might not at first expect such as increased understanding, group cohesion and self-knowledge. Conflict in the workplace can be incurably destructive to good teamwork. Managed in the wrong way, real and legitimate differences between people can quickly spiral out of control, resulting in situations where cooperation breaks down and the team's mission is threatened. This is particularly the case where the wrong approaches to conflict resolution are used. To calm these situations down, it helps to take a positive approach to conflict resolution, where discussion is courteous and non-confrontational, and the focus is on issues rather than on individuals. If this is done, then, as long as people listen carefully and explore facts, issues and possible solutions properly, conflict can often be resolved effectively. If conflict is not handled effectively, the results can be damaging.

It was established that most members of staff and their supervisors did not listen to other people's problems, although there were a few who did. That heralded a big problem, raising

doubts whether the leaders were there to help people out of their predicament. If a leader wants to establish an open-door policy with their staff and members of the public, they better be a good listener. Understanding why an employee is upset or concerned helps with employee morale and retention. When they are listened to they feel comfortable coming back. This can be achieved by listening to them and then doing something about their concerns. Far too often some managers do not understand how to address their employees' concerns and they end up embarrassing the employee by telling their co-workers about their issues. For some managers, they feel that getting the problems out in the open will help to solve the issue. However, this approach will burn the trust bridge between the employer and employees; it should, therefore, be avoided.

The second hypothesis of the study sought to establish the relationship between decision making and satisfaction with service delivery. The hypothesis aimed at evaluating whether the nature of decisions made in local councils was responsible for service delivery and the results indicated a positive trend. For example, the results were generated at a 0.007 level of significance and the probability approach compared with the predetermined probability of 0.05 which indicated a relationship. When the calculated probability is less than the predetermined one, like in the instant case, it means there is a significant relationship (Amin, 2005) between the two variables, and conversely so.

The study established that the majority of the people could not express their views during the service delivery process freely and fully. Most of them could not express themselves the way they wanted to be heard, although no reasons were given for this scenario. It has been argued that there is abundant power available to employers for controlling the expressive activities of

employees, and employers are increasingly willing to use the rights they are given (Whitaker, 2008). Managers worry about the ever-expanding opportunities for employees to express themselves publicly outside the workplace – through e-mail, blogs and Web sites, to name a few. They do not want staff to reflect badly on the corporate image. Employers also feel threatened by potential lawsuits. Employees have concerns, too. They want to enjoy the new opportunities for self-expression, for one thing. But they cannot always control the dissemination of what they say or what is said about them. Over-regulation of speech does more than hinder an employee's rights, and it can affect service delivery. If staffers watch what they say when they are off the clock, they may be inclined to censor themselves at work, too. Often, in-house observations about what is wrong and suggestions for improvement can be valuable. After all, free speech is central to democracy's smooth functioning, and fear of speaking up off or on the job may hinder it. Employees who fret about their supervisors' disapproval of their private actions may be less apt to become engaged in civic and community affairs. Even if unintended, that is another costly consequence. It could, therefore, be safely stated that, probably, there needs to be more exercise of freedom of expression in order to realize effective and efficient service provision at Masindi Town Council.

The revelation galvanized the researcher into finding out if opposing views were tolerated to aid full consideration of all issues before service delivery was undertaken. Surprisingly it was established that such views were tolerated. Whenever people raised their views they were not seen as saboteurs but useful participants with bright ideas which were considered. Quite often people see only what they expect to see and hear only what they want. However, everyone is

entitled to their own viewpoint. Perhaps nothing is more important. It is better that someone has an opposing viewpoint on something than no viewpoint (Hanagarne, 2009) at all, which happens as well. Nevertheless, if tolerance is not always as virtuous as it is said, that in no way implies that viewpoints that are repellant should be accepted.

A leading scholar, John Donne once said no man is an island. The results of the current study revealed a strong belief that the stakeholders in the service delivery process in Masindi Town Council kept in close contact with their colleagues. That carried an element of cohesion which was of paramount importance especially at the work place. The goals of organizational effectiveness and continual improvement of service delivery, together with the need to continually consider new information in order to accomplish work, require communication between supervisor and supervised, and among team mates or colleagues (Gould & Levin, 2010). It makes it easy for members to consult and advise one another on the service delivery processes and other issues incidental thereto. It is said that a burden once shared is half as heavy, making it lighter and manageable.

Coupled with this the results also indicated that the members interacted freely to discuss how to deliver best services. That in itself was good because in these fora mistakes were identified and corrected before it was too late. People were able to advise one another in time for the benefit of those they served. The number-one workplace fact of life is that employees have to get along with everyone they work with. Whether it is the accounting officer, or the line supervisor, they should interact pleasantly, effectively, and appropriately. And “getting along” does not mean just keeping quiet and doing the job. Today’s employees are required to be active participants in

the workplace. When they feel good about their relations with others, they will not only do their job better, they will find it more satisfying. Being aware of counterproductive behaviour that makes the job more difficult - and anticipating ways to prevent them - improves workplace interactions. It should be noted that different workplace relationships call for flexible communication skills. An employee's manner toward a supervisor, for example, will most likely differ from the way they communicate with a co-worker or with someone who reports to them. It is no secret, therefore, that strong communication, horizontal or vertical, can lead to an engaged and productive workforce. In addition, a recent survey (Towers, 2010) showed that organisations with highly effective communication had 47 percent higher total returns over the last five years than those without. Thus, effective communication is a leading driver of employee engagement.

It was established that members provided constructive criticism and feedback on service delivery. Most of the respondents attested to this. Nobody could claim monopoly of knowledge and neither could any claim monopoly of ignorance. That was the spirit in which members provided constructive advice and feedback on the way services were being delivered. At the end of the tunnel was effective and efficient service delivery. Providing constructive criticism is an important part of a management role. Done effectively, this kind of feedback provides an employee with a realistic appraisal of their performance and the information and skills necessary to do the job well. Unfortunately, the word "criticism" is usually interpreted as something negative. However, constructive criticism is a set of valid and well-reasoned opinions about the work of others, usually involving both positive and negative comments (Woloschuk, 2010).

Criticism is one of the most overlooked, yet vital requirements for any person. For example, it is not possible for a writer to be both author and editor to their own work. For an author, it is significant to receive advice for improvement and follow it without losing the soul of their writing. Constructive criticism is important as the feedback and support of others helps to fully develop talents. Receiving constructive criticism includes two parts. First, to listen openly to everything that is being said about the work, and second is to ask for clarification on anything that one may have not understood. The criticiser's remarks may often be helpful to the criticized. It should be noted that the discussion is not to convince them of the other's point of view, but to know how they can improve the clarity and impact of the work, personality, behaviour, or anything else. Providing constructive criticism to others in the workplace is an important skill to develop. It can be done by focusing on the current issue, observable actions or behaviour, and a plan of action.

In another instance it was indicated that only a few respondents thought that people evaluated their work to improve on service delivery. Although the majority did not, the fact that a few of them did meant that some evaluation was going on. Probably it was not being done with the intensity it deserved. In the workplace, an evaluation is a tool employers use to review the performance of an employee. Usually, the employee's supervisor (and frequently, a more senior manager) is responsible for evaluating the employee. Evaluation kept projects on track in Masindi Town Council because the objectives for which they were set up were always monitored and probably revised. Employee workplace evaluation helps an organization determine how well it brings out the best in its employees (Wikipedia, 2010), both managers and employees. It

evaluates quickly and objectively the organization challenges based on workplace indicators, those organization practices that are crucial to the attainment of a high level of employee effectiveness. The benefits from doing this are derived from management being able to focus on available information to understand the root cause of the organization's strengths and weaknesses in the management and support of human resources. This "sensemaking" session helps prioritize those areas which need improvements that represent best value.

As could be observed from the results, participants believed that some members built on one another's ideas to offer the best services, as revealed by the fact that the results were normally distributed. As expected there needed to be sharing of ideas in order to polish and refine the existing ones, but also to continue moving ahead with contemporary times. Sharing ideas at work is not easy for everyone. Some people feel that once they come up with a good idea, they have every right to keep it to themselves. They only give voice to the idea when the circumstances benefit them most. Any workplace where there are no ideas coming from staff or management has a problem. Most people have a creative streak to some degree. They have thoughts that can improve a product or service, or the processes behind them. Encouraging staff to share ideas is, therefore, good for an organisation and its customers. Such encouragement also does something equally important: it helps build trust within a team. Team members are well aware that the person proposing the idea could have held it back. They know that instead of sharing the idea, the proposer could have gone straight to a manager with it. This is why sharing ideas within a team creates a sense of trust. Team members feel that whoever suggests the idea seeks and values their opinions. Sharing an idea and asking for opinions about it can also

improve the original concept. Everyone sees matters from a slightly different perspective. Members of a team can, therefore, review an idea and give positive feedback, strengthening the team's identity and helping build effectiveness and efficiency. Sharing ideas is a form of work communication that helps achieve goals, in the case of Masindi Town Council, delivery of quality services to the community.

Finally, it was established that there were some criteria how members could deliver the best services available but these were not pronounced. Only a few respondents thought these criteria were clear but the majority did not. Clarity of assignments and responsibilities is an integral element in service delivery because it breeds transparency and thwarts possible corruption. Moreover, a workplace which enhances the opportunities for employees to experience flow in their work will likely be highly productive, creative, highly satisfying to employees, and conducive to workplace success. Basing on the conception of the second objective of this study, it could be safely said that there was a relationship between decision making and satisfaction with the services delivered to the community members by public servants. Most decisions made were bound to affect the quality and level of service provision.

The third objective established a significant relationship between team member roles and satisfaction with service delivery. The objective generally aimed at evaluating whether the way employees worked as a team was responsible for efficient and effective service delivery. The results revealed that a significant relationship existed since the calculated probability was less than the predetermined one.

The study revealed that there was no team commitment. This was detailed by the majority who overwhelmed those who were neutral or agreed on the existence of team commitment when the inquiry was made. The study believed this was one of the major aspects that affected service delivery and needed to be carefully managed. Building employee commitment to the workplace is one important goal of human resource policies and practices. The depth of the commitment of team members to work together effectively to accomplish the goals of the team is a critical factor in team success (Heathfield, 2010). The relationships team members develop out of this commitment are vital in team building and team success. Team members want to feel as if they are part of something bigger than themselves. They need to understand where their team mission falls in the bigger organizational scheme, the overall leadership vision. Team commitment comes from team members knowing the expected outcomes and where the outcomes fit in the whole organization's strategic plan. Employees' commitment to their work teams and to the organization can influence turnover, willingness to help co-workers and team performance. Research (Bishop & Scott, 2010) shows commitment has a positive effect on productivity, turnover and employees' willingness to help co-workers. It is believed teams can enhance productivity while giving employees a more active role in decision-making and a greater opportunity to be involved in meaningful work. However, team success is often dependent on high levels of employee commitment - to both the organization and its goals. Studies have shown that commitment to a team may translate into a willingness to help team members and improved team performance. Low levels of commitment to both the organization and the team have been linked to absenteeism, turnover and intention to quit, leading to low productivity.

Information sharing is a good work ethic. However, at Masindi Town Council the majority of the respondents revealed that information was not being shared among those who are supposed to. Much of it was being kept to a few individuals. Nevertheless, there were attempts by a few to have it shared for the benefit of the communities in the service delivery process. Some of the members were always kept posted on work-related issues. Hopefully this virtue would be emulated by others. Teams that spend time sharing new information perform better overall in their tasks (Mesmer-Magnus & DeChurch, 2009) but most teams spend their time discussing information that is already known by the rest of the group. Furthermore, groups whose members talk more openly during meetings are on better terms with one another but that does not necessarily mean they perform better. What this suggests is that teams who talk more amongst themselves are not necessarily sharing useful information. In fact, information is discussed more when it is negative rather than positive (Stewart, 2008), regardless of its sharedness. It is, therefore, pertinent that information is shared cautiously in Masindi Town Council since it impacts on service delivery.

The study also examined whether members influenced one another in the delivery of services. A big number denied the fact but those who confirmed this influence outnumbered them. It was, therefore, true that members exerted a lot of influence on one another. In order to cause change in an organization (Gregg, 2008), one must understand how to direct their influence within it. Many organizations suffer because its members do not embrace their role as influencers, even though the organization is in desperate need of new ideas. Recent research (Singh, 2008) shows that when making decisions (any kind of decisions) people are much more influenced by known

peers than they are by anonymous people or anonymous information inputs. It is the people that they know and trust that they consider the most credible sources of information. That leads to greater internal and external alignment of the organization, and can even create rebellious employees since they know the nitty-gritty within. Such influence should, therefore, not be ignored.

The researcher wanted to find out whether members had a ‘we-are-in-it-together’ attitude for effective service delivery. The study discovered that the attitude did not exist, implying that everyone was for oneself and God for them all. Unity in the workplace is vitally important (Maisano, 2010) because it makes the working environment pleasant and productive. Even though it can be difficult to obtain, it is worth the effort. Without unity there is likely to be a negative effect on service delivery because people start working without harmony.

Similarly, the study evaluated whether all members tried to control one another in the course of delivery of services. The results revealed a trend that showed some members of the Council acted independently of one another. By this was meant that whoever delivered services did so without being influenced or directed. Control is essential for the attainment of any management’s objectives. The dangers of management maintaining too much control over plans and projects can create friction throughout an organization. Employees can become dissatisfied when they are not allowed to exercise their opinion or use their creativity and experience to make decisions. They may also begin to feel unappreciated. Nevertheless, some of the service providers, albeit a few, worked under influence. Probably, some of the council services were not delivered according to priorities.

The researcher went to find out whether all members supported and provided practical help to one another in the course of service delivery to the communities. Not even a quarter of the respondents agreed that such support was provided. Most service providers did their work unsupported. It could also be said that services were disjointed and sometimes acrimony could not be ruled out. It is said that people do not always have the answers themselves, and having someone to lean on who can help work things out or point in the right direction can make a key difference between going nowhere fast (Mossman-Glazer, 2008) and moving onwards and upwards.

Further results revealed that monitoring and evaluation of service provision actually took place. All members monitored one another during programme implementation to ensure that nobody made costly mistakes. That was a good attribute because through monitoring defects were detected with a view to correcting them before it was too late. Monitoring and evaluation is done to ensure that activities are completed and targets are met (CocaCola, 2010), determines the outcome of the programme and enables programme implementers to adapt strategies as needed in order to better reach the expected goals.

The majority of the participants in the research project disagreed on whether members had a genuine concern over the well being of their colleagues. The provision of adequate welfare arrangements at the workplace is important both in terms of complying with the law, and keeping the workforce happy (Emsellem, 2009). People tend to perform better and be happier at their work if they are working in a safe and healthy environment. However, some people at Masindi Town Council did not bother about the well-being of their colleagues. That has a degree of influence on the quality of service delivery.

The research also sought to establish whether resources were shared in the process of service provision. Results did generally indicate that there was just some sharing of resources because there was a normal distribution in which the majority was neutral. Just a little percentage was of the view that sharing resources was done. Therefore, there was very little rationalization of resources, meaning some of them could actually be wasted or even work duplicated. People expect sharing when they get to their workplace and they are not motivated by knocking someone else down so that they can win (Cran, 2010, Morgan et al, 2006). They are more motivated by group focus on a goal, group achievement with individual recognition of outstanding efforts. Sharing is something that is required to live in order to create workplaces where all of the generations want to work and share.

The results analysed indicated that on average, there was no belief that everyone felt understood and acceptable by the others. There was need for people to increase desire and ability to be patient and listen to those they worked with, as well as produce an increased ability to communicate their ideas clearly. As people develop their new communication tools, their ability to communicate (Murakami, 2010) their ideas to team members in an effective way is dramatically increased.

A critical analysis on the third objective noted that the relationship between clarifying team member roles and satisfaction with service delivery was significant. That means it is essential for people to work together as a star team and not a team of stars (in a team of stars members struggle to outcompete one another), where members assume roles collectively to deliver the required services.

5.3 Conclusions

From the results of the study, the researcher drew a number of conclusions. First, it could be said that there was a significant relationship between conflict resolution and satisfaction with delivery of public services. It could also be concluded that in Masindi Town Council there was limited listening to everybody's view. This is so because the majority of the respondents did not agree as to whether their views were captured in the service delivery process. At the same time, there was a substantially big number that was not decided in their responses. The study concluded that there was self appraisal by employees because the results revealed that employees appraised the weaknesses of the Council. On whether members influenced one another in the delivery of services the results concluded that members were far from influencing one another. Instead the employees believed they were only influenced by the Government and Council policies.

According to the study, there was a relationship between decision making and satisfaction with the services delivered to the community members by public servants. There was no significant belief that employees evaluated their work to improve on service delivery, and this was an area that needed improvement.

Finally, it was noted that the relationship between clarifying team member roles and satisfaction with service delivery was significant. If services were to be delivered appropriately, there was need for the employees to work together as a team, which would help them in identifying exactly what the clients needed in order to be able to raise their standards of living and rate of development. On the whole, all the three hypotheses were accepted.

5.4.0 Recommendations

- 5.4.1 The researcher recommends that members of staff and political leaders should always be involved in reviewing the Council's performance.
- 5.4.2 Strategies should be devised to cultivate an atmosphere of friendliness and accessibility among leaders and civil servants at all levels.
- 5.4.3 Supervisors need regular refresher training to improve their work vis-à-vis management of human and financial resources.
- 5.4.4 There is need to improve the systems, structures and procedures in order to ensure everyone's involvement and ownership of services delivered to the communities.
- 5.4.5 The members should be encouraged to continuously appraise one another with a view to identifying potential weaknesses in the system, and structures should be put in place through which advice can be independently channeled.
- 5.4.6 The members should be encouraged to rationalise available resources, and a procedure actualised to access the resources.
- 5.4.7 Management should help members to build on one another's ideas, support one another to offer the best services, and ensure they are committed as team members to deliver these services to the best of their ability.
- 5.4.8 Members should be encouraged to share public information rather than keep it to only a few individuals. They should always be kept informed about work-related issues.

5.4.9 More avenues to resolve interpersonal and intrapersonal conflict should be explored.

5.5 Contribution of the study

The study added more information to the existing body of knowledge, and this could be built on in future research. While workplace friendship had all along been taken for granted, the study recognised that it reduced stress, increased communication, and helped employees and managers accomplish their tasks, but discovered that it assisted in the process of accepting organizational change. Nevertheless, the study discovered, workers who talked more amongst themselves were not necessarily sharing useful information. In fact, information was discussed more when it was negative rather than positive. In addition, some people felt that once they came up with a good idea at the workplace, they had every right to keep it to themselves. They only gave voice to the idea when the circumstances benefitted them most. It is, therefore, recommended that further research should be carried out.

5.6.0 Areas for further research

5.6.1 A related study can be carried out in other districts to find out whether similar situations abound and how they are being managed.

5.6.2 A study can be carried out on the effect of political interferences and interventions on public service delivery, with a view to refining the service delivery mechanisms.

5.6.3 There is need for a detailed study on the role played by community leaders on service delivery in Local Governments at all levels of local governance in the country.

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Appendix 1

Correlations

		SATISFAC	CONFLICT
SATISFAC	Pearson Correlation	1	.749**
	Sig. (2-tailed)	.	.000
	N	60	60
CONFLICT	Pearson Correlation	.749**	1
	Sig. (2-tailed)	.000	.
	N	60	60

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

Correlations

		SATISFAC	DECISION
SATISFAC	Pearson Correlation	1	.799**
	Sig. (2-tailed)	.	.000
	N	60	60
DECISION	Pearson Correlation	.799**	1
	Sig. (2-tailed)	.000	.
	N	60	60

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

Correlations

		SATISFAC	TEAMS
SATISFAC	Pearson Correlation	1	.739**
	Sig. (2-tailed)	.	.000
	N	60	60
TEAMS	Pearson Correlation	.739**	1
	Sig. (2-tailed)	.000	.
	N	60	60

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

Correlations

		SATISFAC	TANGIBLE	RELIAB	RESPONSI	EMPATHY	ASURANCE	ATTITUDE
SATISFAC	Pearson Correlation	1	.710**	.718**	.520**	.598**	.791**	
	Sig. (2-tailed)	.	.000	.000	.000	.000	.000	
	N	60	60	60	60	60	60	
TANGIBLE	Pearson Correlation	.710**	1	.921**	.880**	.907**	.893**	
	Sig. (2-tailed)	.000	.	.000	.000	.000	.000	
	N	60	60	60	60	60	60	
RELIAB	Pearson Correlation	.718**	.921**	1	.914**	.916**	.919**	
	Sig. (2-tailed)	.000	.000	.	.000	.000	.000	
	N	60	60	60	60	60	60	
RESPONSI	Pearson Correlation	.520**	.880**	.914**	1	.929**	.795**	
	Sig. (2-tailed)	.000	.000	.000	.	.000	.000	
	N	60	60	60	60	60	60	
EMPATHY	Pearson Correlation	.598**	.907**	.916**	.929**	1	.876**	
	Sig. (2-tailed)	.000	.000	.000	.000	.	.000	
	N	60	60	60	60	60	60	
ASURANCE	Pearson Correlation	.791**	.893**	.919**	.795**	.876**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.	
	N	60	60	60	60	60	60	
ATTITUDE	Pearson Correlation	.419**	.801**	.859**	.887**	.814**	.758**	
	Sig. (2-tailed)	.001	.000	.000	.000	.000	.000	
	N	60	60	60	60	60	60	

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

Appendix 2: Map of Uganda

Appendix 3: Map of Masindi District

Appendix 4: Map of Masindi Town Council

Appendix 5: QUESTIONNAIRE FOR CIVIL SERVANTS AND LOCAL COUNCIL OFFICIALS

Dear Respondent, this questionnaire is to assist in a Research on the contribution of management practices to the quality of services in Masindi Town Council. It is for academic purposes only, and all responses are important; there is neither correct nor wrong one. Kindly respond to the whole questionnaire as freely and objectively as possible. Do not indicate your name.

SECTION A: Background (Circle the response that is most agreeable to you)

1. What is your gender? i. Male ii. Female

2. Which age bracket do you fall in?
 - (i) 25 years and below
 - (ii) 26 - 35 years
 - (iii) 36 - 45 years
 - (iv) 46 - 55 years
 - (v) 56 years and above

3. You are an employee of:
 - (i) Government
 - (ii) NGO

- (iii) Private sector
- (iv) Self
- (v) Other (specify).....

4. Your marital status?

- (i) Married
- (ii) Have never married
- (iii) Divorced
- (iv) Widowed/widower

5. You have been to school up to:

- (i) Primary level
- (ii) Ordinary level
- (iii) Advanced level
- (iv) Diploma
- (v) Degree
- (vi) Post-graduate qualification (Post-Graduate Diploma or Masters)
- (vii) Other (specify).....

SECTION B1: Conflict Resolution

Tick the number that corresponds with your response in the scale provided.

Scale	5. Strongly agree	4. Agree	3. Not sure	2. Disagree	1. Strongly disagree
--------------	--------------------------	-----------------	--------------------	--------------------	-----------------------------

1. At Masindi Town Council people blame each other if public services are not delivered.

5	4	3	2	1
---	---	---	---	---

2. At Masindi Town Council everyone's view is listened to even if it is in a minority.

5	4	3	2	1
---	---	---	---	---

3. Everyone at Masindi Town Council is friendly and easy to approach.

5	4	3	2	1
---	---	---	---	---

4. Everyone at Masindi Town Council critically appraises potential weaknesses in the Council system to offer the best services to the people.

5	4	3	2	1
---	---	---	---	---

5. Conflicts among members at Masindi Town Council are always solved satisfactorily.

5	4	3	2	1
---	---	---	---	---

6. Everybody at Masindi Town Council is always willing to listen to our problems.

5	4	3	2	1
---	---	---	---	---

SECTION B2: Decision Making

1. Everybody in Masindi Town Council is kept informed about work-related issues.

5	4	3	2	1
---	---	---	---	---

Scale	5. Strongly agree	4. Agree	3. Not sure	2. Disagree	1. Strongly disagree
--------------	--------------------------	-----------------	--------------------	--------------------	-----------------------------

2. At Masindi Town Council people always express their views freely and fully.

5	4	3	2	1
---	---	---	---	---

3. At Masindi Town Council opposing views are tolerated to aid full consideration of all issues for delivery of best quality services.

5	4	3	2	1
---	---	---	---	---

4. All stakeholders at Masindi Town Council keep close contact with their colleagues for delivery of best quality services.

5	4	3	2	1
---	---	---	---	---

5. At Masindi Town Council members interact frequently to discuss how to deliver best quality services.

5	4	3	2	1
---	---	---	---	---

6. At Masindi Town Council members provide constructive advice and feedback on the quality public services.

5	4	3	2	1
---	---	---	---	---

7. At Masindi Town Council people evaluate their work to improve on service delivery.

5	4	3	2	1
---	---	---	---	---

8. Members at Masindi Town Council build on each other's ideas to offer the best services.

5	4	3	2	1
---	---	---	---	---

9. There are clear criteria at Masindi Town Council on how members can deliver the best quality services.

5	4	3	2	1
---	---	---	---	---

Scale	5. Strongly agree	4. Agree	3. Not sure	2. Disagree	1. Strongly disagree
--------------	--------------------------	-----------------	--------------------	--------------------	-----------------------------

SECTION B3: Team Member Roles

1. Everyone at Masindi Town Council is committed as a team to delivering the necessary quality services.

5	4	3	2	1
---	---	---	---	---

2. All members at Masindi Town Council share public information rather than keep it to a few individuals, for delivery of quality services.

5	4	3	2	1
---	---	---	---	---

3. Members at Masindi Town Council influence one another to deliver quality services.

5	4	3	2	1
---	---	---	---	---

4. Everybody at Masindi Town Council has a “we-are-in-it-together” attitude for effective delivery of quality services.

5	4	3	2	1
---	---	---	---	---

5. All members at Masindi Town Council try to control each other in the course of delivery of public services.

5	4	3	2	1
---	---	---	---	---

6. All members at Masindi Town Council support and offer practical help to one another.

5	4	3	2	1
---	---	---	---	---

7. All members at Masindi Town Council monitor one another to maintain high standards of service delivery.

5	4	3	2	1
---	---	---	---	---

8. Everyone at Masindi Town Council has a genuine concern over the personal wellbeing of their colleagues.

5	4	3	2	1
---	---	---	---	---

Scale	5. Strongly agree	4. Agree	3. Not sure	2. Disagree	1. Strongly disagree
--------------	--------------------------	-----------------	--------------------	--------------------	-----------------------------

9. At Masindi Town Council people share resources to help in service delivery.

5	4	3	2	1
---	---	---	---	---

10. At Masindi Town Council everyone feels understood and accepted by others.

5	4	3	2	1
---	---	---	---	---

SECTION C: What is your rating of the following as key to your satisfaction with services rendered by Masindi Town Council?

Use these scales:

	5 = very important	4 = important	3 = not sure	2 = less important	1 = not important
1. Convenience	5	4	3	2	1
2. Accessibility	5	4	3	2	1
3. Timeliness	5	4	3	2	1
4. Reliability	5	4	3	2	1
5. Thoroughness	5	4	3	2	1
6. Appropriateness	5	4	3	2	1

SECTION D: What is your rating of each of the following in Masindi Town Council?

	5 = excellent	4 = good	3 = fair	2 = poor	1 = undecided
Tangible	5	4	3	2	1
1. Maintenance of green spaces	5	4	3	2	1
2. Staff appearance	5	4	3	2	1
3. Public notices	5	4	3	2	1
4. Office facilities	5	4	3	2	1

5. Drainage system	5	4	3	2	1
6. Public toilets	5	4	3	2	1
7. Office location	5	4	3	2	1
8. Office space and layout	5	4	3	2	1
Reliability	5	4	3	2	1
9. Getting the service you want					
10. Service delivery promptness	5	4	3	2	1
11. Service delivered the way you want it	5	4	3	2	1
12. Consistency of service	5	4	3	2	1
13. Client charter/MTC written agreement with residents to provide them quality services	5	4	3	2	1
Responsiveness	5	4	3	2	1
14. Staff allow you to suggest					
15. Quick response	5	4	3	2	1
Empathy	5	4	3	2	1
16. Staff understand your needs					
17. Pleasant staff behavior	5	4	3	2	1
18. Staff consult residents	5	4	3	2	1
19. Staff plan according to community needs	5	4	3	2	1

20. Enforcement of compliance	5	4	3	2	1
Assurance	5	4	3	2	1
21. Courtesy of staff	5	4	3	2	1
22. Staff professionalism	5	4	3	2	1
23. Staff attentive	5	4	3	2	1
24. Staff friendly and polite	5	4	3	2	1
25. Staff helpful	5	4	3	2	1
26. Staff knowledgeable	5	4	3	2	1
27. Staff honest	5	4	3	2	1
28. Staff easy to meet	5	4	3	2	1

SECTION E: Employee Attitude towards Change

Tick the number that corresponds with your response in the scale provided.

Scale	5. Strongly agree	4. Agree	3. Not sure	2. Disagree	1. Strongly disagree
--------------	--------------------------	-----------------	--------------------	--------------------	-----------------------------

1. At Masindi Town Council members are open and responsive.

5	4	3	2	1
---	---	---	---	---

Scale	5. Strongly agree	4. Agree	3. Not sure	2. Disagree	1. Strongly disagree
--------------	--------------------------	-----------------	--------------------	--------------------	-----------------------------

2. At Masindi Town Council people search for fresh, new ways of looking at problems.

5	4	3	2	1
---	---	---	---	---

3. Members at Masindi Town Council are critical of new ideas.

5	4	3	2	1
---	---	---	---	---

4. There is a feeling of trust among civil servants and politicians at Masindi Town Council.

5	4	3	2	1
---	---	---	---	---

5. At Masindi Town Council people try to win by pushing for their own original views.

5	4	3	2	1
---	---	---	---	---

THANK YOU FOR YOUR TIME AND ASSISTANCE

Appendix 6: QUESTIONNAIRE FOR LOCAL COUNCIL OFFICIALS (LC1- LC3 COUNCILORS)

INTRODUCTION

The following questionnaire is to assist in a research exercise on the contribution of management practices to the quality of service delivery in Masindi Town Council. It is for academic purposes only, and all responses are important; there is neither correct nor wrong one. Kindly respond to the whole questionnaire as freely and objectively as possible. There is no need to indicate your name anywhere on the questionnaire.

SECTION A: Background (Circle the response that is most agreeable to you)

6. What is your gender? i. Male ii. Female

7. Which age bracket do you fall in?

(vi) 25 years and below

(vii) 26 - 35 years

(viii) 36 - 45 years

(ix) 46 - 55 years

(x) 56 years and above

8. You are an employee of:

- (vi) Government
- (vii) NGO
- (viii) Private sector
- (ix) Self
- (x) Other (specify).....

9. Your marital status?

- (v) Married
- (vi) Have never married
- (vii) Divorced
- (viii) Widowed/widower

10. You have been to school up to:

- (viii) Primary level
- (ix) Ordinary level
- (x) Advanced level
- (xi) Diploma
- (xii) Degree

(xiii) Post-graduate qualification (Post-Graduate Diploma or Masters)

(xiv) Other (specify).....

SECTION B: What is your rating of the following as key to your satisfaction with services rendered by Masindi Town Council?

Use these scales:

	5 = very important	4 = important	3 = not sure	2 = less important	1 = not important
Convenience	5	4	3	2	1
Accessibility	5	4	3	2	1
Timeliness	5	4	3	2	1
Reliability	5	4	3	2	1
Accuracy	5	4	3	2	1
Thoroughness	5	4	3	2	1
Fairness	5	4	3	2	1
Appropriateness	5	4	3	2	1

SECTION C: What is your rating of each of the following customer characters among the Management and Staff of Masindi Town Council?

	5=excellent	4=good	3=fair	2=poor	1=undecided
Tangible	5	4	3	2	1

Maintenance of green spaces					
Staff appearance	5	4	3	2	1
Availability of information	5	4	3	2	1
Office facilities	5	4	3	2	1
Drainage system	5	4	3	2	1
Public toilets	5	4	3	2	1
Office location	5	4	3	2	1
Office space and layout	5	4	3	2	1
Reliability	5	4	3	2	1
Getting the service you want					
Service delivery promptness	5	4	3	2	1
Service delivered the way you want it	5	4	3	2	1
Consistency of service	5	4	3	2	1
Client charter	5	4	3	2	1
Responsiveness	5	4	3	2	1
Staff allow you to make suggestions					
Quick response	5	4	3	2	1
Empathy	5	4	3	2	1
Staff understand your needs					
Pleasant behavior by staff	5	4	3	2	1
Staff consult residents	5	4	3	2	1
Staff plan development according to community needs	5	4	3	2	1

Enforcement of compliance	5	4	3	2	1
Assurance	5	4	3	2	1
Courtesy of staff					
Staff professionalism	5	4	3	2	1
Staff attentive	5	4	3	2	1
Staff friendly	5	4	3	2	1
Staff helpful	5	4	3	2	1
Staff knowledgeable	5	4	3	2	1
Staff informative	5	4	3	2	1
Staff honest	5	4	3	2	1
Staff polite	5	4	3	2	1
Staff easy to meet	5	4	3	2	1

SECTION D: What is your rating of each of the following in Masindi Town Council?

	5 = excellent	4 = good	3 = fair	2 = poor	1 = undecided
Tangible	5	4	3	2	1
29. Maintenance of green spaces					
30. Staff appearance	5	4	3	2	1
31. Public notices	5	4	3	2	1
32. Office facilities	5	4	3	2	1
33. Drainage system	5	4	3	2	1
34. Public toilets	5	4	3	2	1

35. Office location	5	4	3	2	1
36. Office space and layout	5	4	3	2	1
Reliability	5	4	3	2	1
37. Getting the service you want					
38. Service delivery promptness	5	4	3	2	1
39. Service delivered the way you want it	5	4	3	2	1
40. Consistency of service	5	4	3	2	1
41. Client charter/MTC written agreement with residents to provide them quality services	5	4	3	2	1
Responsiveness	5	4	3	2	1
42. Staff allow you to suggest					
43. Quick response	5	4	3	2	1
Empathy	5	4	3	2	1
44. Staff understand your needs					
45. Pleasant staff behavior	5	4	3	2	1
46. Staff consult residents	5	4	3	2	1
47. Staff plan according to community needs	5	4	3	2	1
48. Enforcement of compliance	5	4	3	2	1
Assurance	5	4	3	2	1

49. Courtesy of staff					
50. Staff professionalism	5	4	3	2	1
51. Staff attentive	5	4	3	2	1
52. Staff friendly and polite	5	4	3	2	1
53. Staff helpful	5	4	3	2	1
54. Staff knowledgeable	5	4	3	2	1
55. Staff honest	5	4	3	2	1
56. Staff easy to meet	5	4	3	2	1

SECTION E: Employee Attitude towards Change

Tick the number that corresponds with your response in the scale provided.

Scale	5. Strongly agree	4. Agree	3. Not sure	2. Disagree	1. Strongly disagree
-------	-------------------	----------	-------------	-------------	----------------------

1. At Masindi Town Council members are open and responsive.

5	4	3	2	1
---	---	---	---	---

2. At Masindi Town Council people search for fresh, new ways of looking at problems.

5	4	3	2	1
---	---	---	---	---

3. Members at Masindi Town Council are critical of new ideas.

5	4	3	2	1
---	---	---	---	---

4. There is a feeling of trust among civil servants and politicians at Masindi Town Council.

5	4	3	2	1
---	---	---	---	---

5. At Masindi Town Council people try to win by pushing for their own original views.

5	4	3	2	1
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THANK YOU FOR YOUR TIME AND ASSISTANCE