



**MANAGERIAL FACTORS AFFECTING SERVICE DELIVERY IN THE
DIRECTORATE OF CITIZENSHIP AND IMMIGRATION CONTROL OF
UGANDA**

BY

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DECLARATION

I, Maureen Mudondo Mubbale, declare that this research report is my own original work. It has not been submitted to any University, College or Institute for the award of any Degree or Diploma.

Signature

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APPROVAL

This dissertation has been under our supervision as the Institute supervisors. We approve its submission for examination to Uganda Management Institute in partial fulfilment of the requirements of the award of the Master of Management Studies of Uganda Management Institute.

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DEDICATION

To Stephen, Shammah, Elijah and Stefan.

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ABSTRACT

This study was about managerial factors that affect service delivery in the Directorate of Citizenship and Immigration Control (DCIC). The independent variable was the managerial factors while service delivery was the dependent variable. Specifically, the study set out to; examine the extent to which staffing affects service delivery in the DCIC; analyse the extent to which Human Resource Development affects service delivery in the DCIC and; assess the effect of supervision on service delivery in the DCIC. The study adopted a cross- sectional case study research design with both qualitative and quantitative data collection approaches.

The study considered a sample of 226 respondents who included a director, commissioners, immigration officers and members of the general public. Overall, the response rate of the study was 87%. The quantitative data was analysed using descriptive statistics and Pearson product moment coefficient, which aided in assessing the variable relationships and testing the hypotheses. Qualitative data was summarized and paraphrased or presented using verbatim statements. The findings revealed that the various managerial factors; staffing, human resource development and supervision, had a positive and significant effect on service delivery, with Pearson correlations of .449**, .589** and .553**, respectively. This therefore meant that any improvement in the three variable dimensions would result into an improvement in service delivery. On the basis of the study findings, it was noted that there were limited opportunities for development, which affected service delivery, there was laxity in supervision, the few employees were quite overwhelmed by the large numbers of clients. The researcher therefore recommended that; management of DCIC put in place effective policies to address the managerial concerns that were hurting service delivery, a review of the staffing needs at DCIC be done to come up with better staffing projections that can meet the ever growing clientele, supervisors be clearly empowered to perform their supervisory roles.

CHAPTER ONE

INTRODUCTION

1.1Introduction

According to Africa Development Watch (2012), the public service is yet to improve on the way it delivers its services. Despite the importance of service delivery, the concept of service quality is not well developed in the public sector. Thus, in this respect the public and consequently, the public sector lags behind in embracing market-oriented philosophies and initiatives for monitoring and evaluating service delivery. This study was about managerial factors that affect service delivery in the Directorate of Citizenship and Immigration Control (DCIC). The independent variable was the managerial factors while service delivery was the dependent variable. This chapter includes the background to the study, statement of the problem, the purpose of the study, its objectives, the research questions, hypotheses, scope, justification, significance and the operational definitions.

1.2Background to the study

1.2.1 Historical Background

According to the DCIC Archive, verification of citizenship and immigration controls in Uganda before colonialism were neither known nor necessary, because people lived in communities where everybody knew the other and all people around belonged to the same ethnic group. Administration was the obligation of kings and their chiefs. Movement of people from one kingdom to another was under an open policy depending on whether it was peaceful or not. There were imaginary and flexible kingdom boundaries which expanded and contracted depending on the strength of the kingdom.

Effective administration came into place around the 1900s, after colonialism. Boarder points such as Entebbe and Busia, were established but there was still free movement around the East African region and no need for services such as passport provision. Soon, the colonialists established the Immigration department under the Ministry of Foreign Affairs, and later in 1972, changed it into a special branch department under the Ministry of Internal Affairs. Independence created the need for surveys and plotting of the region and the need for immigration services because the colonial masters sought control over their territories. During that colonial time, Public service organisations, to which the DCIC is part, were the most reliable and trustworthy service providers. Services were cheap or free of charge, yet fast, dependable and satisfactory (DCIC Records, 1985)

Service delivery institutions are at the ultimate front-line in the service delivery chain, linking the state and the citizen. Yet this important hub has not received much attention in our various efforts to transform the public service as an institution and as a process. Evidence of this is that neither the public service nor the public finance regulatory frameworks provide a consolidated picture of administrative, procedural, service delivery and stakeholder interface processes by service delivery institutions. Service delivery institutions tend to disappear in the aggregate picture, organised along the lines of the head office structure, provided by the department. There is clearly a role for this kind of reporting, but it cannot be the only one. More importantly, it does not provide good base information for the decision-making, by either the top policy-makers or the citizens and stakeholders (Lwamafa, 2011).

Since 1994, the South African Parliament, for example, has been adopting laws which will enable their Government at all levels to develop strategies, structures and processes with a view to ensuring that citizens obtain effective and efficient delivery passports and other immigration services. In order to accomplish this, the Government applies the Batho Pele

(people first) principle meaning that; citizens are consulted, standards are set, access increased, redress offered and value for money ensured (White Paper; 1997, Kroukamp 1998, Hillard and Msaseni, 2000:66-90).

In Uganda, the establishment and operations of Government Ministries were put in place by colonial masters and were the exclusive preserve of governments (Ekhuere, 1999). The ministries were created by Acts of Parliament and mandated to put Government civil plans as established under the provisions of Article 165 (1), of the 1995 Constitution into actions. The DCIC is a Government institution in the Ministry of Internal Affairs of the Republic of Uganda. The Directorate, by then a department, was established by an ordinance in 1948 to regulate the then in and out-bound traffic of people into and from the country that was a British Protectorate. The department considered applications for entry into Uganda and provided such permission to foreigners to stay in the country as was deemed fit. After the attainment of independence in 1962, the department was upheld by both the 1966 and 1967 Immigration Acts.

Under Article 16 of the 1995 constitution, the department was elevated to a Directorate and tasked with the service mandate of implementing all the legal issues relating to border management, processing and issuing of visas, passes and resident permits, processing and issuing of national travel documents, inspection, investigation, prosecution and removal of illegal immigrants, registration of foreign nationals and issue of alien identification cards. It is also mandated to verify, process and issue Ugandan citizenship (RoU, 1995).

Article 29 (2C) of the Constitution of the Republic of Uganda, states that, “Every Ugandan shall have the right to a passport or other travel document”. It is therefore a constitutional right for every Ugandan to have a passport. The Ministry of Internal Affairs (MIA) and particularly the Directorate of Citizenship and Immigration Control (DCIC), is responsible

for the issuance of passports in Uganda. The processing of a passport is expected to take ten (10) working days or fourteen (14) calendar days. However, processing passports by the Passport Control Office (PCO) takes longer periods, with average delays of 9 to 32 days at the Ministry headquarters and in the regions/districts, respectively. The processing of passports at the head office had improved with an average delay of only 2 days in 2008/09. The processing of passports on average delayed for 24 days in FY 2006/2007, 25 days in FY 2007/08 and 13 days in FY 2008/09. At the regional offices/districts on average delays were 34 days in 2006/07, 39 days in 2007/08 and 34 days in 2008/09. This resulted into public dissatisfaction with the service rendered by the government in this regard. The study sought to ascertain the managerial factors responsible for the delays in service delivery of passports and to examine the underlying managerial causes for the delays and make suggestions to management on steps that could be undertaken to curtail the processing time and measures to improve service delivery.

The state, in its role as the machinery of service delivery, should do its job with excellence. It should deliver quality services, in a manner that affirms and is convenient to the citizens. Each state organisation that is entrusted to deliver a defined package of products and services must do its job with excellence. This is the starting point of any turn-around in the service delivery performance of the state. However, the greatest managerial challenge is how to ensure that the services they provide are satisfactory to all stakeholders.

1.2.2 Theoretical Background

Several Theories and models have been advanced to explain managerial factors and how they affect service delivery. The Systems theory of management, as proposed by Ludwig Von Bertalanffy in 1928, for example, is based on the view that organisations can be visualised as a set of interrelated parts that operate as a whole in pursuit of common goals. It views that

managers are more likely to be successful if they attempt to operate their units and organisations as open systems that are carefully tuned to the factors in the environment that could affect them significantly. Von Bertalanffy proposed that a system is characterised by the interactions of its components and the nonlinearity of those interactions. The theory suggests that organisations can only be efficient and effective if they adapt to the demands of sub-systems within them and to the influences and demands from the environment.

The assumption here is that the organisation comprises of inputs, processes, outputs and a feedback channel in place. The researcher opines that the feedback and output of the organisation are greatly influenced by the inputs and processes in place. A properly organised process and well allocated inputs automatically yield a good output and as a result lead to positive feedback. Because of the way the theory linked ‘interrelated parts’ and ‘common goals’ with management factors and service delivery, it became the most appropriate theory on which this study was modelled.

The services provided in the passport department of the DCIC are as follows; Printing and signing Passports ; Delivery of Passports; Supervision, motivation, appraisal, training and coaching of staff, Development of the data base for all passport categories ;Carrying out customer feedback surveys; Developing a Directorate website ; Creation of customer care centres and most importantly the directorate is supposed to carry out Improvement of the quality of service delivery and building confidence among the public through effective public relations strategies; Training staff in relevant performance fields to improve efficiency and effectiveness in service delivery among others (Office of the Auditor General Report, 2010).

1.2.3 Conceptual Background

Stoner et al (2001), refers to management as the process of planning, organising, leading and controlling the work of organisation members and of using all available organisational

resources to reach stated organisational goals. This study, took managerial factors to be the management aspects that influence the day to day activities of an organisation. Attention was put on staffing, human resource development and supervision and how they impact on the services of the immigration directorate. Staffing was measured by job analysis, the number of staff available and their attitude towards work. Human resource development was measured by the public servants' training and development opportunities in place, the performance management aspects, and how performance appraisal is handled. Supervision was measured using the monitoring instruments, time management and the feedback channels in place, (Stoner et al, 2001).

Barney (2010), an American politician, says service delivery is the capability to deliver promises made and being able to stand over any key performance indicators or service level agreements. This study, however, took service delivery to be the quality of services the public receives from the DCIC, reflected by how fast and genuine the services are, and the level of satisfaction of the clients.

Staffing is a critical organizational function concerned with the acquisition, deployment, and retention of the organization's workforce. Langlois, (2001) defines staffing as the process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness. This straightforward definition of staffing will be used throughout this book. It contains several implications, which are identified and explained next. Langlois (Ibid.) further adds that the concept of staffing involves acquisition, deployment and retention of employees in an organization. Staffing is not an event but rather, it is a process that establishes and governs the flow of people into the organization, within the organization, and out of the organization.

According to Armstrong (2011), human resource development is concerned with ensuring that a person's ability and potential are grown and realized through the provision of learning experiences or through self-directed (self-managed) learning. It is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required.

Asare-Bediako (2002), notes that development is career oriented rather than job-oriented and it aims at preparing people for higher responsibilities in the future. He further observes that organizations must have the responsibility to develop and implement training and development systems and programmes that best help them to achieve their objectives. According to Asare-Bediako (2002), development activities are designed to reinforce strength, overcome limitations, provide relevant, new competencies, and broaden outlook. Such development activities usually include formal courses, acting assignment, attachments, job rotation, and delegation. According to him, ideally, at the time of employing staff or just after employment, a career development plan should be prepared for the employee. This should clearly indicate personal profile of the staff, the educational qualification and training, work experience with dates, past training and time, major strengths, major limitations, progression projections and timings and training and development plan and timing.

1.2.4 Contextual Background

The mission of the Directorate of Citizenship and Immigration Control is:

“Provision of quality services to Ugandans and foreign nationals who enter and move out of Uganda”. While the strategic object of the Directorate pertaining to the issuance of passports include: to increase the pace of processing immigration documentation; to improve the control and facilitation mechanism for exit and entry into Uganda; to improve the method of identifying both citizens of Uganda and foreign nationals; to set up training programmes and

develop a curriculum for the Directorate and to install communication at Headquarters and border post (**Office of the Auditor General Analysis of Passport Report, 2010**).

However, to date the public sector in Uganda is experiencing a rise in the need for effective service delivery due to the increasing population and development, hence the DCIC, where this study was based, has had a steady increase of clients, both citizens and foreigners. The Passport office, for example, has had a sudden rise in the daily clientele base from 120 people in 2008 to 300 people in 2013 (DCIC Boardroom daily records, 2008-2013).

While private companies cannot afford to ignore the needs and wishes of their customers if they want to stay in business, in contrast, public sector customers cannot choose to take their business elsewhere. Customers cannot exert the same pressure on public service organisations to improve. Public service departments which fail to satisfy their customers do not go out of business because of lack of competition. Complaining is a daunting and time consuming process as the citizens' voice penetrates the walls of bureaucracy with difficulty.

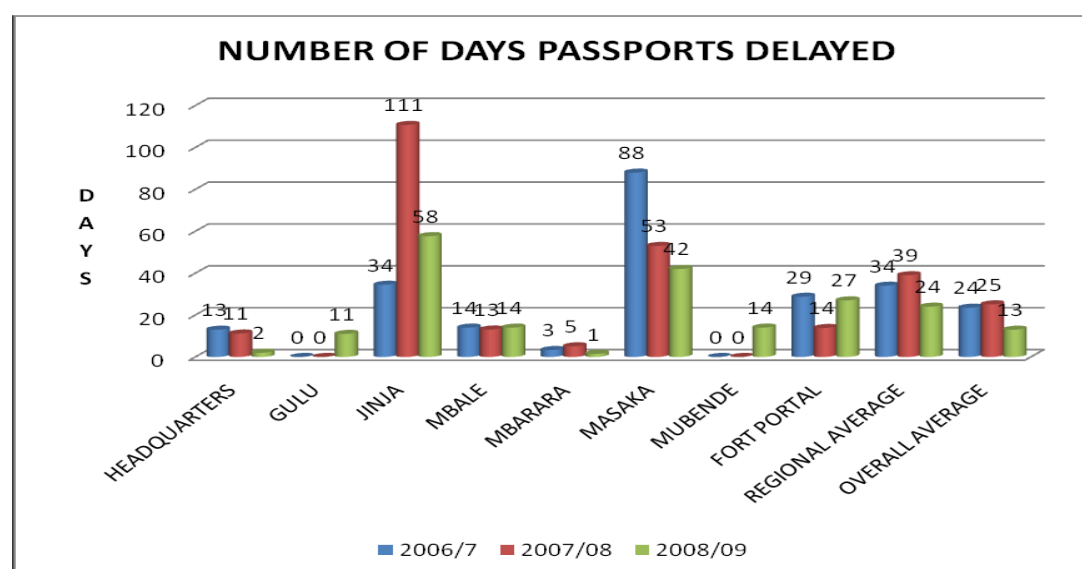


Figure 1: showing delays at Headquarters, Regions and Overall Performance

Source: OAG analysis of Passport dates from registers at Headquarters and regional offices (2010)

NB: 0 means “no records were availed to the audit team”

It was noted that the processing of passports generally delayed with an overall average delay of 24 days in 2006/07, 25 days in 2007/2008 and 13 days in 2008/09. There were delays at both the Ministry Headquarters and regional offices.

The processing of passports at the Ministry Headquarters registered average delay of 13 days in 2006/2007 and 11 days in 2007/2008. Great improvement was noticed in FY 2008/2009 which registered an average delay of 2 days. There were instances when individual passports were processed within less than the standard time of 10 days during FY 2008/2009. This improvement was mostly attributed to the introduction of the new passport pre-payment system introduced in September 2008, where applicants are required to pay in advance before approval of application forms. This is intended to increase applicants' commitment and response time on matters regarding their applications. The regional performance (all regions combined) registered an average delay of 34 days in 2006/2007, 39 days in 2007/08 and an improvement to 24 days in FY 2008/2009.

Many public servants as well, also face these challenges as they try to serve the public because they have to face both their own, and the public's frustrations every day in their work. They would like to see improvements in the services they deliver and often have good ideas for what could be done, but they are bound by systems and practices which they believe they are helpless to change. This study focused on the delivery of services to the public in terms of the quality of services offered, and the amount of satisfaction derived thereof.

1.3 Statement of the Problem

Managerial factors such as staffing, supervision and HR development are expected to facilitate effective service delivery in any organisation. The Constitution of the Republic of Uganda mandates the DCIC to; facilitate the legal and orderly movement of persons to and from Uganda, process and verify Ugandan citizenship, regulate the issue of national passports and travel documents, register all Ugandan citizens and resident aliens and issue them with national and alien identity cards respectively, facilitate and provide a conducive immigration environment for foreign investment, and to enforce national and regional immigration laws for the security and development of Uganda (RoU,1995). Also, according to the HR Records of the DCIC, since 2005 they embarked on an annual recruitment of employees (66 in 2005, 46 in 2007, 7 in 2009, 16 in 2011 and 20 in 2012) and training them in immigration procedures and skills in order to improve service delivery through competence building.

In spite of the above, there are multitudes of complaints concerning the processing and issuing of passports and other travel documents, residents' and work permits (Public Relations Office Report of July 2010). Some borders are not manned. Human trafficking is on the increase (The New Vision, Thursday, 31st July 2007). Foreigners continue to stay illegally without being adequately found out, reprimanded, or even penalised. Consistent long service queues and delays compound the problem. The print media continues to report complaints on poor service delivery (The New Vision of December 2008, May 2009 and April 2011, etc.) In general, the capacity of the Directorate to manage immigration services is unsatisfactory and is attributed to poor managerial factors.

This trend is threatening as; the emergence of middle men and their associated problems will rise, illegal immigrants are likely to increase, a high population and its pressures on social services may result, terrorist occurrences, unemployment and the crime rate could rise. These and more jeopardise the image of the Directorate, the realisation of its strategic goals, and

will eventually affect the whole country and region at large. Hence, the researcher conducted this study on staffing, human resource development and supervision as the managerial aspects that were presumed to be responsible for the discrepancy, with the aim of creating a positive difference.

1.4 Purpose of the study

The purpose of the study was to assess the effect of managerial factors on service delivery in the DCIC.

1.5. Objectives

- i. To examine the extent to which staffing affects service delivery in the DCIC.
- ii. To analyse the extent to which Human Resource Development affects service delivery in the DCIC.
- iii. To assess the effect of supervision on service delivery in the DCIC.

1.6. Research questions

- i. To what extent does staffing affect service delivery in the DCIC?
- ii. How does Human resource development affect service delivery in the DCIC?
- iii. What is the effect of supervision on service delivery in the DCIC?

1.7. Hypotheses of the study

H1; Staffing significantly affects service delivery.

H2: Human resource development affects service delivery.

H3: Supervision has a significant effect on service delivery.

1.8 Scope of the study

1.8.1 Geographical scope

The study was conducted at the DCIC. It was carried out at the Headquarters of the Directorate in Kampala and three border posts representing the north, east, and western parts of the country, to give the managerial factor experience for both the rural and urban, near and distant area settings, for the researcher to obtain a clear view.

1.8.2 Time scope

The study was limited to a period between the years 2007-2013 because this is when the population of the country shot up (approximately 35 million people), the number of immigrants into the country rose (DCIC records an average of 7000 people daily), hence creating the increased need for immigration services. The period was also considered long enough to give the researcher the required data.

1.8.3. The content scope

The study investigated the managerial factors affecting service delivery in the DCIC. It mainly focused on; staffing, training and development, and supervision in the Directorate. Service delivery, on the other hand, was looked at in terms of the quality of services, the client satisfaction and time taken to receive the service.

1.9 Significance of the study

The study results should help the management of the Directorate to efficiently facilitate delivery of services after realising the managerial factors letting it down.

It may inform policy makers of the DCIC on the managerial challenges and help them make appropriate policies. The findings will also contribute to the existing body of knowledge and stimulate more research on management factors and service delivery.

1.10 Justification of the study

The growing public outcry on the quality of services delivered by the DCIC necessitates a solution and this study should be the beginning of an answer to the outcry. The Government has the obligation of providing equitable and satisfactory services to the public. Any action to investigate the managerial factors that affect this obligation should, therefore, be justified. The DCIC still has to ensure a smooth and lawful stay of people in the country. This study will contribute to this objective.

1.11 Operational definitions

Managerial Factors: The study adopted Stoner et al (2001), concept that; managerial factors are the principal activities that make a difference in how well organisations serve people affected by them. They think that how successfully an organisation achieves its objectives and satisfies social responsibilities as well, depends to a large extent on its managers. If they do their jobs well, an organisation will probably achieve its goals.

Public services: For this study, public services are defined as those services which are mainly, or completely, funded by taxation.

Service Delivery: The concept of service delivery adopted by this study was based on Juran (1998), who argues that service delivery is essentially about learning what you are doing well and doing it better. It also means finding out what you may need to change to make sure you meet the needs of your service users. In general, this study argued that the quality of services is about ; knowing what you want to do and how to do it best, learning from what you do, using what you learn to improve services, seeking to achieve continuous improvement and satisfying your clients by exceeding their expectations.

Process description: Time taken from date of receipt of application to delivery of processed passport. This usually takes ten (10) working days or fourteen (14) calendar days from the date of receiving an application to the delivery of a processed passport to the applicant.

Receipt of Application Forms: The duly filled application forms and other supporting documents are presented to the Passport Assessment Office to obtain Bank Payment Advice Forms (BPAFs) from the cash office which are used in the designated banks for payment of Passport fees. Under the new system, which was introduced in September 2008, applicants have to pay the passport fees in advance (that is before submission of application forms). However, before the introduction of advance payment of passport fees, passports would be processed to be paid for later.

Passport Printing: The process of passport printing which is done from a strong room at MIA headquarters where the process is computerized. The process may involve blank passports being imported from an international supplier and stored at Bank of Uganda (B.O.U) premises due to limited storage facilities at the Ministry.

Passport Renewals: This process involves receiving application forms for renewal from the receptions of the immigration offices at the headquarters, regional and district offices, and Ugandan Embassies, High Commissions and Consulates abroad. These must duly be filled by the applicant. Then the renewal forms are delivered to the receiving section and the original applicants' files retrieved from the registry. The renewal forms are then filed on the original file and forwarded to PCO for approval. A list of approved files is then sent to the strong room for passport printing.

Passport Delivery: This involves the delivery of passports to the decentralized thirteen (13) regional offices. The regional offices include; Jinja, Tororo, Mbale, Mbarara, Fort portal, Masaka, Hoima, Masindi, Mubende, Mityana, Gulu, Arua and Lira. Passports processed at the Ministry headquarters are delivered to applicants from the “Front Desk” of the delivery section. Up country Passports are received by regional/district immigration officers and delivered to applicants from their up-country stations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter examines the work done by other people concerning managerial factors and service delivery. The related literature was reviewed under theoretical, conceptual and actual literature review and involved identification, location and analysis of documents containing information related to the research problem providing a good understanding of the research topic, reviews and theories, and identifying gaps thereof.

2.2 Theoretical Review

Fredrick Taylor of the scientific management school of thought suggested that organisations would be more efficient and effective if all the knowledge, experience and practices that came out of their operations were properly examined and analysed, and formulated into ‘scientific principles’ which could be followed. Taylor’s main idea was that the best way to organise work was to break it down into its simplest actions and train one worker to do each of those actions in the most efficient way.

The researcher assumes that work would be easier, efficient and effective in the DCIC if management could adopt the management scientific school of thought because the staff become specialists in their part of activity and hence deliver services more satisfactorily. However, this type of thought works well where there are well organised, systematic and scientific principles in place. These do not seem to exist in the DCIC.

The Contingency Theory, advanced by Fielder, (1960) claims that there is no best way to organise a corporation, lead a company, or make decisions. Instead, the optimal course of

action contingent upon the internal and external situation. They suggested that theories such as Taylor's scientific management had failed because they neglected that management style and organisational structure were influenced by various aspects of the environment- the contingency factors. There could not be 'one best way' for organisation. Historically, the theory sought to formulate broad generalisations about the formal structures that are typically associated with or best fit the use of different technologies. The perspective originated with the work of Joan Woodward (1958), who argued that technologies directly determine differences in organisational attributes such as span of control, centralisation of authority, and the formalisation of rules and procedures.

Morgan (2007) describes the main ideas underlying contingency in a nutshell: Organisations are open systems that need careful management to satisfy and balance internal needs and to adapt to environmental circumstances. There is no best way of organising but the appropriate form depends on the kind of task or environment one is dealing with. Management must be concerned, above all else, with achieving alignments and good fits and, different types or species of organisations are needed in different types of environments.

The contingency school of management can be summarised as an 'it all depends' approach as they recognise that there is no one best way to manage. Managers are, therefore, faced with the task of determining which managerial approach is likely to be most effective in a given situation. For example, the approach used to manage a group of teenagers working in a fast-food restaurant would be very different from that of managing civil servants in a government ministry. It is better to avoid the classical 'one best way' arguments and recognise the need to understand situational differences and respond appropriately to them. This would be a recognition of extreme importance of individual manager performance and highly dependent on the experience and judgement of the manager in any given situation.

Tops (1995), a Dutch scholar, advanced a model he named the Customer orientation model. The author thinks that, assumed and proven relations between customer orientation and other variables can be clustered into the following five domains:

The service delivery domain: first of all one can question if service delivery improvement contributes to more content or satisfied clients. This is the most direct relation one can expect and is often the most compelling argument to start investing in customer orientation.

The political domain: improving service delivery might also benefit the politicians. They might become more popular, can get re-elected or can increase their credibility and authority.

The production domain: many theories suggest that improving the relation with clients benefits the production process and can therefore lead to cost reduction.

The policy effectiveness domain: content clients might not only contribute to cost reduction but also help improve the effectiveness of public policies. The compliance theory, for example, suggests that if it is made easier for citizens to comply with a set of rules, they are more willing to accept those rules or policies as legitimate and useful. Governments can therefore reduce their efforts to enforce rule compliancy. But also in other policy areas, government might gain from improving access to individual public services and governments might reach more citizens in target groups for social care by reducing thresholds to services.

The legitimacy domain: the final and for many, the most compelling argument to invest in customer orientation or service delivery improvement is the effect it has on the general trust that citizens will have in the government body that delivers the service or in government in general. It takes us to the question; does service delivery narrow the gap between government and citizens?

In this Customer orientation model, the service itself is divided into three concepts: the content, referred to as quality of service; the price or financial compensation component,

referred to as price of service and the service delivery effort, which contains all the other efforts government makes to enhance the presentation and distribution of the service to clients. The model assumes that trust in government is based upon the four arenas where the citizen meets its government in service delivery, by rule enforcement, when voting and when engaging into citizen participation procedures. Some authors have slightly different divisions of trust enhancing factors, but most of them can be attributed to one of the five domains identified in the above model. This customer orientation model can be linked to the systems theory which is based on the view that organisations can be visualised as a set of interrelated parts that operate as a whole in pursuit of common goals. Its content, price and service delivery effort can be treated as a similar approach like that of sub systems within an organisation leading to efficient and effective service delivery.

According to Hoogwout (2005), there seems to hover a giant dogma above the science of public administration. To him, many of the research and theory building is focussing on how to narrow the gap between government and the citizen. Citizen participation, increasing transparency and service delivery improvement seem to be the key issues to deal with this assumed legitimacy problem. There are, however, few scholars that dare to challenge the dogma. Is there a gap between government and citizens in the first place, and if there is, up to what extent should this gap be considered a problem? How do we know that treating the citizen as a customer contributes to its faith in public administration?

2.3 Conceptual Review

The conceptual framework below shows the relationship between the two variables under study, that is, the Managerial factors which is the independent variable, and Service delivery which is the dependent variable.

Managerial Factors

Service Delivery

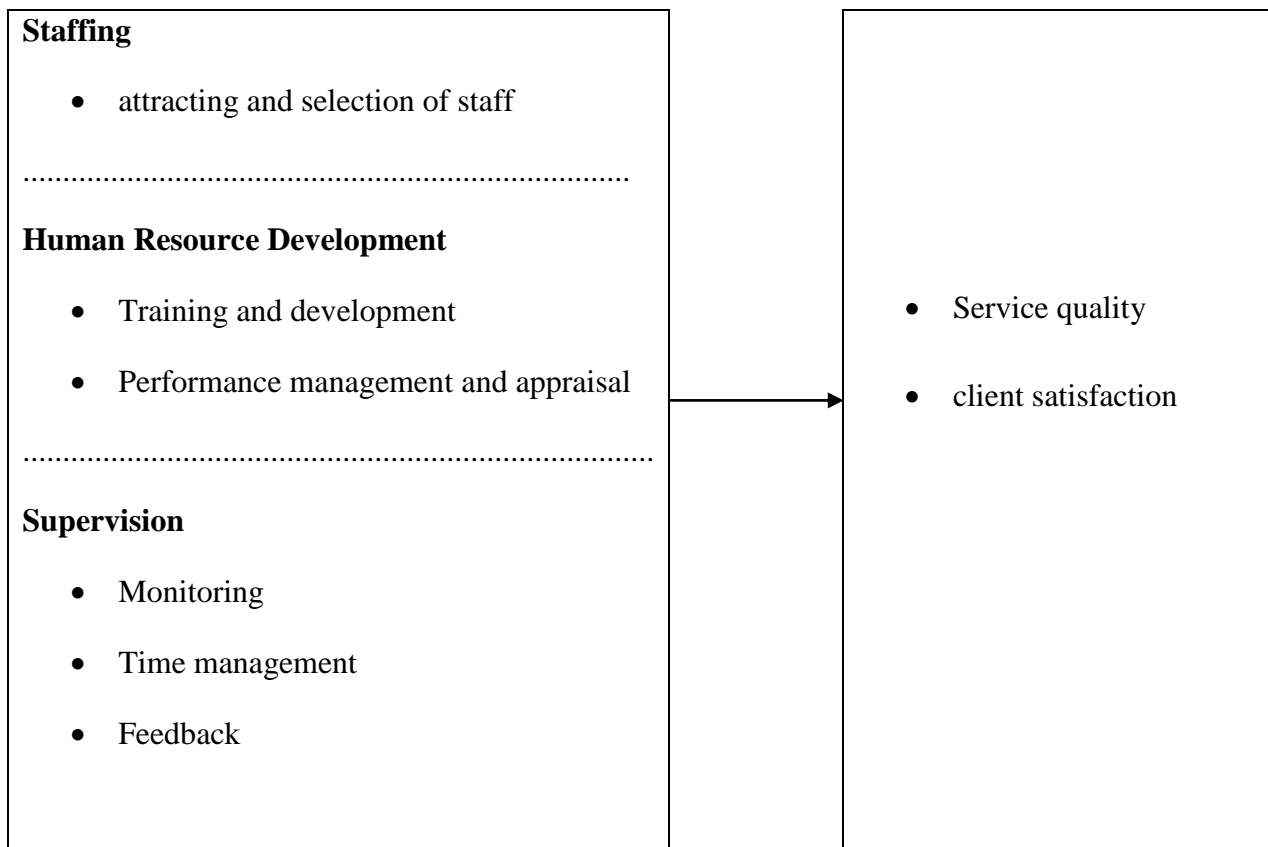


Fig. 1 Conceptual framework showing the relationship between the managerial factors and service delivery

Source: Adopted and modified from Mondy Wayne and Bandy, (2010).

The conceptual framework above shows that managerial factors have an effect on service delivery. It brings out the relationship that managerial factors constituted as staffing, human resource development and supervision, have an effect on the quality of services offered and the satisfaction of the clients. This means that if the Directorate has good managerial

practices related to staffing, human resource development and supervision, there will be a positive effect on the services delivered, while if the managerial policies and practices are poor, there will be a negative bearing on the services delivered.

2.4 Staffing and Service delivery

Staffing, according to Ivancevich et al (1996), is a set of activities aimed at attracting and selecting individuals for positions in a way that will facilitate the achievement of organisational goals. To them, it involves both recruitment and selection. They say that recruitment is the process of finding and attempting to attract job candidates, capable of effectively filling job vacancies while selection involves determining which candidate best suits the organisational staff needs. Managers should hence determine the extent to which candidates have the required knowledge to effectively deliver services.

Chandan (1987), on the other hand, seems to agree with Ivancevich et al. (ibid) who asserts that staffing is the traditional management function of attraction and selection of the best people and putting them on jobs where their talents and skills can best be utilised, and retention of these people through incentives, job training and enrichment programs, in order to achieve both individual and organisational objectives. To him, staffing emphasises managing human and not material or financial resources and that this function is becoming extremely specialised due to the unique importance and complexity of human nature and ever changing psychology, behaviour and attitudes. In addition to skills and duties, Mondy (2008), contends that knowledge is also required for performing jobs or services of an organisation and an essential and pervasive human resource technique and the starting point for other human resource activities.

Transformational leadership studies have to a great extent influenced the notion of managerial leadership. For example, Lelo (2004) in Adei, Badu and Eghan (2006: 4-5) states

the following skills areas that the management of public service in Africa should subscribe to: strategic visioning and planning, communication with staff and citizens, performance measurement and enhancement, ethics and diversity management, democratic institution building, financial management, conflict management, and initiation and nurturing collaborations and partnerships.

It is now recognised that there are specific staffing competencies that are needed to manage effective public services. One of the main problems that need to be addressed is how to ensure quality staff that will respond to the need of provision of basic services for the public. According to Adei et al (2006:5) only strong, responsible, relentless and well-placed management can overcome the political and bureaucratic obstacles that confront the public sector. Staffing, according to Bateman et al (1993), refers to the efforts of managers to assemble the human, financial, physical and information resources needed to complete the job and to group and coordinate employees, tasks and resources for maximum success.

The concept of staff, according to Stoner et al (2001), includes all elements of the organisation that are not classified as line. Advisory staff has been used by decision makers from emperors and kings to dictators and parliaments over the course of recorded history. Staff provides managers with varied types of expert help and advice. Staff authority is based primarily on expert power and can offer line managers with planning advice through research, analysis and options development. Staff also assists in policy implementation, monitoring and control, in legal and financial matters and in the designs and operation of data processing systems.

2.5 Human Resource Development (HRD) and Service delivery

To Armstrong (2001), HRD is concerned with the provision of learning, development and training opportunities in order to improve individual, team and organisational performance.

Armstrong further adds that HRD is essentially a business-led approach to developing people within a strategic framework; and it involves strategic HRD, organisational learning, training, individual learning and development, management development, career management and management succession.

Harrison, (1989) defines HRD as a primary process through which individual and organisational growth can, through time, achieve fullest potential. To him, it is a process through which an individual is helped to upgrade and master defined tasks or areas of skills and knowledge to predetermined standards.

Mathias and Jackson (1985), contend that the purpose of HRD is to improve the intellectual and emotional abilities needed to handle greater responsibilities, through formal and informal means. In this regard, an effective management and career development programme must meet the needs of the organisation. Thus it is essential for the management to determine its needs and convert them into objectives in order to guide the formulation of a programme. HRD is one of the components of the development programme and that the human resource stock in an organisation should have the requisite technical and human skills to handle all positions and to meet its requirements.

Mondy, (2008) asserts that HRD consists of all learning experiences provided by an organisation resulting into upgrading skills and knowledge required in current and future managerial positions. To him, although management is often depicted as an exciting and glamorous endeavour, there could be another side; failure can quickly result in losing one's position and also result into high risks for the organisation especially considering today's rapid changes. A firm's future greatly lies in the hands of its employees as they try to perform certain essential services to the public. So if they are going to offer good service delivery, it is important that they keep up with the latest developments in their respective fields, while at

the same time trying to manage the ever increasing service needs of the dynamic global environment.

Stewart and McGoldrick (1996), as cited by Beardwell and Holden (1998), state that HRD encompassed activities and processes which were intended to have impact on organisational learning. The term assumed that organisations could be constructively conceived of as learning entities, and that the learning processes of both organisations and planned interventions thus HRD was constituted by planned interventions in organisational and individual process.

According to Ghoshi (2000), the concept of HRD was formally introduced in management studies in 1969 by Nadler in America, whereas in Uganda, this concept was introduced in the 1990s. Harrison, (1998) observes that for the past years, HRD can no longer afford to be only about training and development in organisations, but could be viewed much more broadly than from an organisational level. In Asian and African countries, for example, HRD encompassed Government initiatives and policies to improve knowledge and skills to enhance service delivery.

Daftur, as cited by Ghoshi (2000), defined HRD as a system and process concerned with organised series of learning activities within a specified time limit designed to produce behavioural changes in the learner, in such a way that enables them to acquire a competitive level of the present and future role. Ghoshi defined HRD as a process that includes the activities and processes undertaken to promote the intellectual, moral, psychological, cultural, social and economic development of the individual in an organisation in order to help them achieve the highest human potential as a resource of the community.

Thomson et al (1995) identified a number of factors that HRD calls for; Recruiting and developing them effectively, focusing on people's skills and general intelligence rather than on educational attainment, identifying training needs and, providing training needs to improve current performance and to enhance individual careers.

Development usually suggests a broader view of knowledge and skills acquisition than training (Cole, 1993). It is concerned more with employee potential than with immediate skills. It sees employees as adaptable resources which if trained and upgraded can deliver the best services. A majority of organisations have policies on training and development. The policy could refer comprehensively to the various actions it will take to ensure, not only a regular supply of skills, but also a high degree of personal motivation through development opportunities provided by the organisations. Leopold et al (1999), on the other hand, said that development is for managers focused on the longer term, met wide organisational and personal needs and was not specific to the current jobs but rather related to the potential of the individual and their future role in the work place.

Baum, (1995) cited by Leopold et al (1999), had a different view that development as a process could take place at any time and was not constrained by formal parameters or at specific points within an individual's life circle. It was not confined to the classroom or the coaching situation nor was it a situation term restricted to planned or formalised group sessions.

Garavan, (1997) supported the view above, advising that all employees be developed to their maximum potential if they were to be regarded as a significant resource to the organisation. In addition, he said that it is important that all people in the organisation be included in the development process if they were to deliver satisfactory services.

Stahl, (1995) tends to agree with the rest that HRD is the process of developing knowledge and skills of the employees, but also adds that it develops behaviours in people that will enable them to better perform in the current and future jobs. He adds that such programmes if well designed are primarily directed towards maintaining and improving current job performance which in the end develop skills for the future.

Balunywa, (2005) categorises HRD into coaching, job rotations, internship and apprenticeship. He contends that coaching is sitting beside somebody and being shown what to do. Here, the coach narrates the procedures and the trainee undertakes the tasks. Job rotation is mainly used for new employees to familiarise them with the different areas of operations in the organisation. Employees are rotated in a series of jobs, thereby enabling them to learn different aspects and skills about the jobs. Internship combines on-the-job training with classroom instructions. Fresh graduates are given training in different parts of the jobs in the organisation by working along with the knowledgeable and skilled employees, supplemented by lectures. Apprenticeship is where an employee is trained under the guidance of a highly skilled co-worker.

2.6. Supervision and Service delivery

According to the American Occupational Therapy Association (2004), supervision involves guidance and oversight related to the delivery of occupational therapy services and the facilitation of professional growth and competence. It is the responsibility of occupational therapists and therapy assistants to seek the appropriate quality and frequency of supervision to ensure safe and effective occupational therapy service delivery. To ensure safe and effective occupational therapy services, it is the responsibility of occupational therapists and their assistants to recognise when supervision is needed and to seek supervision that supports current and advancing levels of competence. The specific frequency, methods, and content of

supervision may vary by practice setting and are dependent on the : complexity of client needs; number and diversity of clients; skills of the occupational therapists and the occupational therapy assistants; type of practice setting; requirements of the practice setting, and; other regulatory requirements.

Bratton et al (2007), assert that the ability to manage time is a key factor influencing achievement of organisational objectives. This entails turning up at the right time, addressing absenteeism and minimising lateness among others.

For Hornby et al. (2008), mounting pressure for increasing service delivery, calls for the efficient utilisation of the available resources and time. They also argue that efficiency and value for money are legitimate aspects of improved service delivery. Efficiency in resource utilisation implies that the objectives are set and achieved within the organisation employing minimal inputs, such as time, labour and finances, to produce maximum output with customer satisfaction. To them, the ability to manage time in service delivery involves skilled management of resources, setting objectives and ensuring that they are achieved. They continue to assert that proper handling of processes of service delivery and continuous bench marking would also be additional ingredients for efficient services.

2.7 Summary of the literature review

It is generally accepted in contemporary societies that the public sector has the responsibility of delivering satisfactory services to its citizens. The gist of this contribution is aimed at the prerequisites for effective and efficient delivery of these services.

From the above literature, we realise that individuals possess differing capabilities and skills which once incorporated into the organisation and allowed to function, would yield greater results. We also note that when the best people are attracted and selected for the organisation,

their talents and abilities become of good value as far as the achievement of objectives is concerned.

The literature reviewed indicates that the human resource is a very important aspect of the organisation and its performance. It therefore, follows that they should not be left stagnant. They should be developed from time to time and to their full potential so as to get the best out of them in terms of the services they deliver.

It is evident that the quality and frequency of supervision by management leads to effective service delivery and therefore, if taken into serious consideration, management should be in position to improve public service delivery by closely, frequently and effectively supervising staff and monitoring all the other available resources so as to be able to efficiently render services to the public.

The writers dwell much on describing the variables and their indicators but say less on their effects on each other. They also don't give much on how the variables can be manipulated to exist together amicably. The management of the public service takes little care in trying to find out whether their clients, both the general public and the Government employees, to whom they are obliged to serve, are satisfied or not. This is why this study endeavoured to look at the management factors and their effects on service delivery.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used in the execution of the research. The chapter covers that research design used, the sample and sampling techniques, data collection methods and procedures and how the data was managed in order to address the study objectives.

3.2 Research Design

The study adopted a cross- sectional case study research design which according to Amin (2005:212) is perhaps the most commonly used research method in social sciences and is used to gather data from a sample of the population at a particular time. The cross-sectional survey was further used because the information on management factors was collected from a sample of the population and the study had to be complete in a short period.

Punch (2000) puts emphasis on the use of both qualitative and quantitative approaches by noting that none of the two can exhaustively answer all the research questions. In the study both quantitative and qualitative approaches were used in the data collection process, analysis and later in the presentation and discussion of findings. According to Mugenda & Mugenda (1999) the two designs supplement each other (hard data and in depth explanation) the element of bias was reduced, as each validates the other. The quantitative design involved the administration of structured questionnaires, which were developed in order to capture the feelings and attitudes of respondents. This was appropriate as it was cheaper and time saving to administer. It also helped to provide first-hand information from the selected respondents (Kakooza, 2002). The qualitative data collection involved use of semi-structured interview

schedules that were administered to top and middle managers. The design was appropriate because it provides exact words from the interviewees, about their experiences and interaction in relation to the variables in the study (Mugenda, 2000). The approach involved the measure of respondents' attitudes and opinions, basing on the common themes and data that was collected assisted in answering Research questions (Kakooza, 2002).

3.3. Study Population

The study was carried out at the DCIC headquarters in Kampala and three other border posts from across the country, that is, Busia, Cyanika and Odramachaku, purposely because they are located in different regions of the country, that is; central, east, south and north west respectively, and were expected to give a variety of opinions that would be considered to be representative of the wider population. The respondents included 65 members of DCIC top management, 185 lower cadre staff and 300 clients. This was intended to capture the managerial factors in the whole Directorate and their effects on the public they serve. Source: Directorate of Citizenship and Immigration Control Organisational Structure, (2010).

3.4 Sample size and Selection

Table 2 : Population category, sample size and sampling technique for the study

Population category	Population	Sample size	Sampling technique
Director	01	01	Census
Commissioners	03	03	Census
Assistant Commissioners	06	06	Census
Principal Immigration Officers	19	08	Simple random
Senior Immigration Officers	36	16	Simple random
Immigration Officers	140	50	Simple random
Assistant Immigration Officers	45	20	Simple random
Members of Public	300	122	Convenience sample
TOTAL	550	226	

Source: primary data

The researcher used a sample of 226 respondents, using simple random techniques according to the suitability of the samples as was recommended by Saunders et al (2003), that with all probability samples, the sample size should be large enough to provide the necessary confidence.

Simple random sampling gave all the respondents an equal chance of being selected to ensure accuracy and precision of the results. The use of a census helped the researcher to select respondents for interview because they alone can provide that particular information required. Convenience sampling was also useful in getting the general public opinion on the services. The researcher selected general public respondents according to ease of reach or those available at the time of sampling (Cohen and Manion, 1994). This was intended to save on time, cost and effort.

3.5 Data Collection Methods

Data about managerial factors are perceptual and those about service delivery are attitudinal, therefore, the researcher employed a combination of self-report techniques and that is; questionnaires and interviews, because they were more relevant for collecting such data and also accompanied them with documentary review.

3.5.1 The Questionnaire survey

Questionnaires with a mixture of closed-ended and open ended items were distributed to respondents who were given time to fill and hand back to the researcher. These were the most widely used in the collection of quantitative data. The questionnaire is an efficient data collection which has advantages of high complete responses within a short period. Use of questionnaire also allowed the respondent's time to reflect on answers to avoid hasty

responses (Mugenda & Mugenda, 2003). The questionnaire method also helped to reduce on the cost and time implications and yielded greater responses.

3.5.2 The Interview method

Face to face interviews were used to obtain deeper knowledge and exploration of opinion from specific respondents, mainly top management. This was mainly used in the collection of qualitative data, which was intended to gather their perceptions of the managerial factors in place and their opinions about the services offered to the public. Telephone interviews were also used for respondents in distant stations such as Odramachaku, to save on time and cost. This was to enable collection of in-depth information about the experiences of several respondents. The method of interviewing is used to collect information that cannot be directly observed. It also helps the researcher to gain control over the line of questioning (Ghauri and Gronhaug, 2002). The interviews comprised of open ended questions. This was to allow free expression and establish original perceptions. The valid information that was considered truthful was obtained. The interviews lasted about 20 minutes each. The interviewer took notes during the interviews and also made account of non-verbal communications such as the attitudes and behaviours of the interviewees.

3.5.3 Documentary review

Documentary review involved carefully studying written documents such as text books, newspapers, journals, articles and so on (Amin, 2005). Secondary data from the Directorate records, reports, plans and books, was also reviewed to test and enrich results from other methods as well as attain available information on the study. The researcher collected secondary data from documentary review from reading dissertations, journals and text books. The documentary review assisted the researcher to reconstruct study variables and provided an in-depth understanding of the variables under study in comparison to the study area.

3.6 Data Collection Instruments

3.6.1 Questionnaires

Two standard questionnaires with close-ended items were designed and used. The first one, which targeted the staff of the DCIC, included questions on the background of the respondents, and about the independent and dependent variables under study. The second one included questions to the clients of the DCIC on service delivery. The structured questionnaire was considered appropriate as it helps respondents make quick decisions to make a choice thereby saving time as well as helping the researcher to code the information quickly for analysis (Sekaran, 2003; Mugenda & Mugenda, 2003). This was also supported by Amin (2005) who affirmed that a questionnaire offers greater assurance for anonymity especially when handling sensitive issues. This was considered appropriate given the sensitivity of immigration issues, which are closely linked with security concerns. The questionnaire is attached in Appendix I of this report.

3.6.2 Interview Guide

An interview guide helped the researcher in obtaining verbal information from respondents during the face to face, and telephone interviews. Interview guide consisting of unstructured questions was used for the case of the in-depth interviews with key respondents to gain interviewees' points of view. A separate instrument in the form of interview guide was designed to measure the opinion of subjects on the predictors of service quality and their perception of services delivered by DCIC as indicated in Appendix II of this report.

3.6.3 Documentary Analysis Guide

The study was guided by a list of documents for review to avoid omission of important document reviews. Data collection through the document review method was aided by the

use of a documentary review checklist, which had items that reflected the issues in the study objectives.

3.7 Validity and Reliability

3.7.1 Validity

The study strategy for enhancing validity was the Content Validity Index (CVI). Two judges examined the instruments and then the researcher evaluated their judgement using the CVI, as follows;

$$\text{CVI} = \frac{\text{Number of items rated relevant by all judges}}{\text{Total number of items in the instrument}}$$

The number of items rated relevant by both judges was 35, while the items in the instrument were 42. Thus, the computed CVI: 0.83. According to Odiya (2009), if the CVI is found to be 0.6 or higher, then the item is said to be good enough for research purposes. Since the CVI for the instruments used in this study was 0.83, much higher than 0.6 as Odiya recommends, the instruments were regarded as accurate and therefore suitable to generate data that could address the research questions.

3.7.2 Reliability

Reliability was pre-tested in 2 stations of the Directorate; one rural and the other urban, for both rural and urban experiences. The split-half method was used. The researcher pre-tested the instruments on a selected sample of 20 respondents who were not part of the final respondents and then divided the scores into a half in order to test the correlation of the responses. This method was chosen for accuracy of the instruments and consistency of the

data it collects (Odiya, 2009). The reliability test yielded the following results, as shown in table 1

Table 1: Reliability statistics

<i>Reliability Statistics</i>	
Cronbach's Alpha	N of Items
.905	29

Source: primary data

The results in table 1 showed that the Cronbach's alpha for the study instruments that had 29 items was 0.905. Since the alpha value was higher than the one recommended by Amin (2005) as 0.6, the researcher considered the instruments as capable of consistently yielding similar results under similar circumstances.

3.8 Procedure of data collection

Upon successful proposal defence before a panel of judges at UMI, the researcher received a letter that allowed her to proceed to the field for data collection. The researcher began with the design of the data collection instruments, then, a pre-test of these instruments followed. A test of the validity and reliability of the instruments was next. Once their validity and reliability was tested, questionnaires were distributed to the various respondents. Interviews followed while the researcher awaited the return of answered questionnaires. Data analysis then began as soon as the data collection instruments were back from the respondents.

3.9 Data Analysis

3.9.1 Quantitative Data Analysis

Data presentation, analysis and interpretation were carried out both manually and

electronically. Data collected was coded, sorted and interpreted manually. The researcher carried out a scrutiny of the captured data to ensure consistency and completeness of questionnaires. Quantitative data generated from the questionnaire was edited with the view of checking for completeness and accuracy during data collection and then entered into a statistical package for social sciences (SPSS) program that generated descriptive statistics, correlation and regression analysis. The percentages were used for summaries and easy assessment. Percentages for frequency distribution and proportions and descriptions were used to reflect frequency applied. Pearson correlation coefficient was used to establish relationship between the dependent and the independent variables. Data was further analysed to measure the degree of relationships between independent and dependent variables using the Pearson Product – Moment Correlation Co-efficient (sometimes known as the PMCC) (Mugenda & Mugenda, 2003).

3.9.2 Qualitative Data Analysis

The data was collected using interview guide and documentary reviews was edited and systematically organized in a manner that facilitated further analysis (Mugenda & Mugenda, 2004). It was summarized in categories according to main themes based on the variables. The content analysis method is a systematic, replicable technique for compressing many words of text into fewer content categories based on explicit rules of coding (Berelson, 1952). This was helpful in further understanding that explanations for responses under quantitative questionnaires and in drawing up conclusions for the study. Qualitative strategies usually focus on identifying frequencies of phenomenon. This is usually subjective, rich and in-depth descriptions presented in thematic manner. This was analysed for content and words used during the interviews. The researcher carried out a thorough review of the scripts looking for similarities and developed themes related to the variables of study. The findings from the

qualitative have been used to enforce the quantitative data derived from questionnaires. For qualitative data, the content analysis method is used.

3.10 Measurement of variables

Nominal scale was used in the first part of the questionnaires which comprised of items with some common set of characteristics such as; gender, sex, age and education level. The instruments designed had a five point likert scale ranging from strongly agree to strongly disagree and very dissatisfied to very-satisfied. The respondents' overall score for the variables was the average of the scores from the items in the instruments. This particular type of attitude scale was chosen among others because it is flexible and could be constructed more easily than other types of attitude scales (Amin, 2005). The researcher selected a set of questions and statements that acted together to give a useful and coherent picture hence, leading to consistent answers. The likert scales were chosen because they help to clearly determine the attitudes, beliefs, perceptions and feelings of the individual respondents.

3.11 Ethical considerations

The study was planned to minimise misleading results and meet ethical acceptability. Any doubts that may arise regarding questionable ethical procedures or methods will be resolved through consultations with the relevant parties. The researcher will protect and ensure dignity of all the respondents as well as those who may be affected by the results of the study and will take full responsibility for maintaining their dignity and confidentiality. The works of others will also be given due credit through citations.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

The previous chapter presented and discussed the research methodology used in this study. The data collected by use of the methods and technics described in chapter three have been processed in order to obtain the answers to the research questions, and eventually the solution to the main study problem. The methods of categorising, coding and analysing data were described in the previous chapter. Summaries of the data have been presented in ways that can be easily understood, followed by their interpretation in order to bring out meanings that can be used in answering the research questions, and their analysis. The first part of the discussion is of the descriptive statistics of the variables and is followed by analysis of the findings presented based on the research hypotheses.

4.2 The Response rate

The results of the response rate are presented in table 2.

Table 3: Response rate

Category of Respondents	No. of questionnaires administered and interviews conducted	Actual return	Percentage Response
Employees	104	77	74%
Clients	122	120	98.4%
Total	226	197	87%

Source: Primary data

A sample of 226 respondents, including clients and staff was targeted for the study and reached through self-administered questionnaires and interviews. Out of these, a total of 197

fully participated in the study through filling questionnaires and responding to interviews.

This gave a response rate of;

$197/226 \times 100 = 87\%$. Thus, the overall response rate of the study was 87% and therefore considered to be adequately representative of the entire population.

4.3 Demographic Features

The characteristics of the demographic features of the respondents of the study included; age, gender, education level, length of service, rank, department and duty station of the employees. These characteristics are presented and analysed in Table 4 as follows.

Table 4: Demographic characteristics of the respondents

Variables		Frequencies	Percentage (%)
Gender	Male	51	66.2
	Female	26	33.8
Age	21-30 years	14	18.2
	31-40 years	35	45.5
	41-50 years	18	23.4
	Above 50 years	10	13.0
Education	Phd	1	1.3
	Masters	26	33.8
	Postgraduate Dip	14	18.2
	Bachelors	32	41.6
	Ordinary Dip	4	5.2
	Certificate	0	0
Length of service	Less than 1 year	1	1.3
	2-5 years	28	36.4
	6-9 years	27	35.1
	Over 10 years	21	27.3
Department	Citizenship	20	26
	Immigration	49	63.6
	Legal	8	10.4
Duty Station	Headquarters	46	59.7
	Entry point	29	37.7
	Regional office	2	2.6

Source: Primary data

4.3.1 The Gender of the respondents

Results show that 51(66%) of the respondents were male and 26(34%) were female. The findings were a reflection of the overall gender distribution of respondents in the Directorate of Citizenship and Immigration Control (DCIC) is more in favour of males than females. The researcher noted that while there is an increase in the numbers of female employees in the DCIC, the male staff still dominate and most probably. It should be noted that in general, the entire employment sector in Uganda is characterised by such gender disparities as a result of cultural, historical and other factors.

4.3.2 The Age of the respondents

The findings in Table 4 further show that on average, the majority of the Immigration officers in the DCIC are aged 40 years and below. This category represented 49 respondents which is 63.7% of the respondents as compared to the 36.4% who were 41 and above. Moreover, evidence shows that most of the respondents were between the age of 31 and 40, representing 45.5 % of the respondents. This finding suggests that the majority of the workers in the DCIC are youthful and energetic people and at their prime age of employment and opportunity exploitation. Workers in this age bracket are always attributed with high energy levels, high zeal of work ethics and high competencies because they are still willing to learn and acquire new skills and should be able to provide effective and efficient services. However, they may also be attributed to ambition and require effective supervision and high mentoring skills.

4.3.3 The Education level of the employees

The findings show that 73 respondents out of the total of 77 respondents said they hold at least a Bachelors' degree and above, which means that about 94.8 % of the employees in the DCIC hold at least a University degree or its equivalent, and above. And from the primary data still, it also shows that those that hold diplomas are below the rank of immigration

officers. This suggests that all immigration officers and the top management officers are either degree holders or above hence very elite and knowledgeable people who are expected to yield quality service. It also means that the DCIC employees high quality staff.

4.3.4 The Length of service of employees

Only one respondent indicated that they had served for less than a year. The rest of the respondents revealed that they had been serving for two years and more. This means that most of the employees in the DCIC are expected to have the experience and knowledge required to work efficiently and effectively as evidenced by the 98.7% respondents that have been working with the directorate for over 2 years, because they have served for enough time and already have the required educational level.

4.3.5 The Designation of employees

Results concerning the designation of the respondents showed that out of the 77 employees who took part in the study, from the directorate, 55(71.4%) were Immigration officers and only 13 were at the rank of Senior Immigration Officers and above. This finding indicates that on majority of the officers in the DCIC were lower level cadres, at about 83.1% as compared to the 16.9% of the senior officers' category. This confirms that the DCIC has actually committed itself to recruitment to support the needs and demands of the services. It also implies that there are few supervisors. The Director and Commissioners in the interviews also pointed out that there was need to recruit and promote staff in order to improve the quality of services of the directorate because limited supervision is associated with poor quality outputs. Thus there is need to improve the ratio of supervisors to lower cadre staff. Besides, an average of 250 immigration officers serving the immigration needs of a whole country population of over 33 million people is quite unrealistic.

4.3.6 Departments of the respondents

Out of a total of 77 respondents, 20(26%) belonged to the Passport office, 49(63.6%) belonged to Immigration and 8(10.4%) to were in the Legal and inspection department. This means that on average the Passport and Legal departments are so under staffed as compared to the Immigration department. This concurs with the Commissioner for Passport's explanation that the biggest challenge of the department is few staff. It also confirms why there are more complaints in the passport office than the other departments such as the immigration department. It is another confirmation that indeed the immigration offenders continue to stay in the country without being found out considering the Legal department's staffing.

4.3.7 The duty station of respondents

From the total number of 77 respondents who were employees at the DCIC, 46(59.7%) were stationed at the Headquarters, 29(37.7%) at entry points and 2(2.6%) at regional offices. This explains why there are some unmanned borders as the Director put it. It also explains why people don't go to the regional offices for immigration services, because according to the Director during the interview, the fact that the directorate has few staff causes delays in services and mistrust to the public in these offices.

4.4 Staffing and Service delivery

The questionnaire that was used to collect data was based on the 5 point likert scale with strongly agree being assigned value 5, up to strongly disagree that is assigned value 1. Based on this, factor analysis was used to obtain the descriptive statistics of the responses to each of the variables under study. These results are presented in table 5 below.

Table 5: The descriptive statistics for responses on staffing factors

Statements on staffing	Responses in frequencies, percentages, mean and standard deviation						
	SA	A	NS	D	SD	MEAN	S. D
All staff were recruited on merit	2 (2.6%)	18 (23.4%)	34 (44.2%)	12 (15.6%)	11 (14.3%)	2.8442	1.0268
There are enough staff to do the job	2 (2.6%)	6 (7.8%)	4 (5.2%)	56 (72.7%)	9 (11.7%)	2.168	0.8335
All staff are well qualified to do the job	8 (10.4%)	22 (28.6%)	26 (33.8%)	16 (20.8%)	5 (6.5%)	3.155	1.0768
Everyone likes what they do	1 (1.3%)	12 (15.6%)	27 (35.1%)	29 (37.7%)	8 (10.4%)	2.597	0.9213
Each worker has a specific job to do	6 (7.8%)	51 (66.2%)	6 (7.8%)	11 (14.3%)	3 (3.9%)	3.597	0.9632

Source: Primary data

Key: SA = strongly agree; A = agree; NS= not sure; D= disagree; SD= strongly disagree

Results from table 4 above show that majority (34/44.2%) of the respondents were not sure whether all staff were recruited on merit, an indication of lack of transparency in recruitment at DCIC. This further suggests that there is a reason to this; perhaps it is how the staff do the work or maybe how often new staff appear, that makes others doubt if they were actually recruited on merit or not. Only 20(26%) indicated agreement to the statement.

The respondents said that the staff were well qualified (30%), while 21% disagreed and 33.8% were not sure. Considering that in the education level, over 90% of the respondents held a bachelor's degree and more, we would still assume that the organisation has a well-qualified work force. In the interview with Director, he pointed out that: *“the lowest educated staff at the directorate were office attendants and some immigration assistants who hold Diplomas in various fields of study”*.

Further, more than half of the respondents (65/84%) indicated that there are not enough staff to do the job, an indication that the Directorate is most likely to be understaffed. To the statement that ‘everyone likes what they do’, 37(48%) indicated disagreement, which further

indicates that there is likely to be low morale and motivation among the employees, which can significantly affect their performance. The results also show that 66.2% of the respondents said each worker had a specific job to do, suggesting that there seems to be a systematic way of division of labour which would make work even easier to handle.

Additional information from the interview with senior management was that efforts were being made to increase on the number of staff but were being delayed since they had to wait for the public service commission to recruit for them. The average response on staffing factors was 2.8048 with a standard deviation of 0.5790. These findings suggest that the respondents strongly perceived strongly that staffing is very relevant to the services an organisation delivers.

4.5 Human resource development affects service delivery

Table 6: The descriptive statistics for responses on Human resource development

Statements on human resource development	Responses in frequencies, percentages, mean and standard deviation						
	SA	A	NS	D	SD	MEAN	S. D
Staff are regularly trained to improve on their skills	3 (3.9%)	15 (19.5%)	7 (9.1%)	37 (48.1%)	15 (19.5%)	2.4026	1.1269
The training programs are relevant to the work	5 (6.9%)	31 (40.3%)	27 (35.1%)	12 (15.6%)	2 (2.6%)	3.3247	0.909
The training is always done on merit	2 (2.6%)	12 (15.6%)	16 (20.8%)	28 (36.4%)	19 (24.7%)	2.350	
Staff performance is regularly appraised	5 (6.5%)	22 (28.6%)	28 (36.4%)	18 (23.4%)	4 (5.2%)	3.077	0.9969
The senior staff usually delegate work to juniors	5 (6.5%)	56 (72.7%)	6 (7.8%)	7 (9.1%)	3 (3.9%)	3.688	0.877
Every staff member has a chance to go for training	2 (2.6%)	12 (15.6%)	7 (9.1%)	27 (35.1%)	29 (37.7%)	2.103	1.153
The performance of staff usually improves after training	6 (7.8%)	16 (20.8%)	23 (29.9%)	15 (19.5%)	17 (22.1%)	2.2727	1.242

Source: Primary data

Key: SA = strongly agree; A = agree; NS= not sure; D= disagree; SD= strongly disagree

From table 6 above, results show that 68% of the respondents either disagreed or strongly disagreed that staff are regularly trained as compared to the 23.4% that either agreed or strongly agreed. On the other hand, even those that were not sure were significant (9.1%). This suggests that there generally, respondents perceived that the training offered in the organisation was either insufficient or some actually felt there was no training given. Alternatively, it could be suggesting that the training is done, but irregularly and probably to specific individuals.

Many respondents (47.2%), however, do agree that the training programs are actually relevant. The rest are either not sure or disagree on the relevance of the training programs (52.8%). This emphasises the earlier assumption that perhaps the training is not much and spread. Only 35.1% of the respondents indicated that they were sure of the relevance of the training, which further suggests that it minimally exists. Otherwise the respondents would either agree or disagree.

61.1% of the respondents said the training was not done on merit as compared to the 18.2% who agreed and 20.8% were not sure. This seems to suggest that the training is actually there but is not done the right way and as a result, may not yield much as far as service delivery is concerned. This concurs with the 72.8% that disagreed that every staff had a chance to train. There seems to be a gap in training and development in the organisation.

The majority of the respondents (61/79%) stated that senior staff delegate work to the juniors. This also suggests a gap, especially when viewed from the perspective that there was considerably little or no training given to the staff. Delegating work without training and supervision only yields poor services.

The results also indicate that not every staff member in the directorate has a chance to go for training. Most respondents (56 /72.8%) disagreed that every staff member had a chance to go

for training as compared to the 18.2% who agreed to the statement, and the 9.1% who were not sure. This result seems to suggest that either a few individuals keep going for training over and over, without giving an equal chance to all workers to improve their skills, or there is no training at all. Similarly, 41.6% of the respondents disagreed that the performance of staff improved after training as compared to the 28.6% who agreed and 29.9% that were not sure if there was any improvement or not. This suggests that perhaps because the chance to train is not given to everyone, little or no change in the ways of work is realised. Alternatively, because a few individuals who may not be key players in the services of the organisation are trained, the others cannot see the difference in performance.

Hence, the mean response on HRD from the above table was 2.745 and the modal response was 2.714, with a standard deviation of 1.057. The results generally showed that there were huge gaps in the area of human resource development, very little training was realised, meaning that staff had few opportunities of advancing their skills. This clearly affects service delivery, because employees need to keep acquiring new knowledge, and skills for attitude transformation, in order to be competitive and therefore be in position to provide the best quality services. The descriptive statistic results therefore served to emphasise that human resource development in DCIC was lacking and that it indeed affects service delivery.

4.6 Supervision and service delivery

Table 7: The descriptive statistics for responses on supervision factors

Statements on supervision factors	Responses in frequencies, percentages, mean and standard deviation						
	SA (%)	A (%)	NS (%)	D (%)	SD (%)	MEAN	S. D
Each worker has a supervisor	13 (16.9%)	38 (49.4%)	11 (14.3%)	13 (16.9%)	2 (2.6%)	3.610	1.0407
The supervisors direct the work processes	3 (3.9%)	41 (53.2%)	14 (18.2%)	18 (23.4%)	1(1.3%)	3.350	0.928
All staff report to work on time	0	10 (13%)	9 (11.7%)	35 (45.5%)	23 (29.9%)	2.077	0.970
There are policies and procedures for accomplishing tasks	7 (9.1%)	24 (31.2%)	14 (18.2%)	22 (28.6%)	10 (13%)	2.948	1.2236
All tasks are accomplished on time	4 (5.2%)	13 (16.9%)	18 (23.4%)	30 (39%)	12 (15.6%)	2.571	1.105
Employees who fail to do their work on time are penalized	0	5 (6.5%)	10 (13%)	28 (36.4%)	34 (44.2%)	1.818	0.899
The systems in place allow no room for mismanagement of time	0	12 (15.6%)	9 (11.7%)	24 (31.2%)	32 (41.6%)	2.013	1.082
Supervisors regularly help workers	1 (1.3%)	25 (32.5%)	16 (20.8%)	24 (31.2%)	11 (14.3%)	2.753	1.102
Workers remain working even after 5 pm	7 (9.1%)	29 (37.7%)	9 (11.7%)	21 (27.3%)	11 (14.3%)	3.350	3.534
The public is satisfied with the time taken to receive services	1 (1.3%)	8 (10.4%)	21 (27.3%)	33 (42.9%)	14 (18.2%)	2.337	0.940

Source: Primary data

Key: SA = strongly agree; A = agree; NS= not sure; D= disagree; SD= strongly disagree

The findings presented in table 7 indicate that, on average response on supervision had a mean of 2.683 a mode of 2.8 and a standard deviation of 1.3, which means that supervision significantly affects service delivery. Additional evidence presented shows, for example, that the majority of the respondents (66.3%), perceived that each worker in the organisation had a supervisor as compared to 19.5% who thought not all workers had supervisors and 14.3% who did not know what to say. In a related development, 57.1% perceived that the supervisors direct the work processes as compared to the 24.7% that disagreed and 18.2% that were not sure what to say. It should be noted that the percentage of disagreement to these

factors, though less, should not be ignored and the same applies to the percentages of those that were not sure.

Regarding reporting to work on time, 58 (75.4%)of the respondents disagreed that workers report on time, an indication that generally, the staff were not conscious about the time of arrival at their duty station, a factor which can affect service delivery. On the other hand, 10 (13% of the total respondents), agreed that the workers report to work on time and 9 respondents (11.7%) were not sure. The results clearly indicate a gap in service delivery at DCIC. If the majority of workers report to work late, then there could be a decrease in the hours of service to the clients and the possibility that quite often, the clients arrive at the offices and find no one to attend to them.

As for accomplishing tasks on time, 17 respondents (22.1%) agreed while 42 respondents (76.7%) disagreed that tasks are accomplished on time, and 23.4% were not sure what to say. This still reflects a gap in service delivery since it showed that there is no consciousness on timeliness in terms of delivery of services. In a related case, 46.8% of the respondents said workers remain working even after 6pm, as compared to an almost equal 41.6% that disagreed. However, it should be noted that the organisation has departments that are obliged to work throughout day and night, while others only work up to 5 o'clock.

The results further show that 72.8% disagreed that the systems in place allow no room for mismanagement of time and only 15.6% of the respondents agreed, while the rest were not sure. This suggests a laxity in the management policies, procedures and systems in the organisation. This consequently compromises service delivery since there are no measures to make the employees conscious of time or feel the sense of being accountable for their time in any way.

As far as having policies and procedures in place for accomplishing tasks is concerned, 31 respondents, which is 40.3% agreed and 32 respondents (41.6%) disagreed, while 14 respondents (18.2%) were not sure. This could suggest that the policies and procedures for accomplishing tasks are actually in place but perhaps there is no communication to the workers regarding them.

From the results still, an overwhelming 62 respondents, which is 80.6% of the total staff respondents, disagreed that employees are penalised for failing to do their work on time as compared to only 5 respondents, which is 6.5% that agreed with it and a 13% that were not sure what to say. This suggests a gap in the supervision and management style.

In response to supervisors regularly helping workers, 26 respondents, which is 33.8% agreed, 16 respondents (20.8%) were not sure and 35 respondents (45.5) disagreed. This could imply that although there may be supervisors that do help the workers, there are also many that do not help them. Question is; what happens to the workers that do without supervision?

When asked as whether the public was satisfied with the time taken to receive services, only 9 respondents (11.7%) agreed, 21 respondents (27.3%) were not sure, while 47 respondents (61.1%) disagreed. So even the workers themselves know that the public is not satisfied with the time taken to receive services! However, despite this knowledge, it did not so emerge that they were conscious about improving the way they delivered the services, despite the dissatisfaction that they noted among the clients.

4.7 The quality of the services delivered

Table 8: The descriptive statistics for responses on Service Delivery

Statements on service delivery	Responses in frequencies, percentages, mean and standard deviation						
	SA (%)	A (%)	NS (%)	D (%)	SD (%)	MEAN	Std. Dev.
I normally deliver the services as per the required standards	26 (33.8%)	31 (40.3%)	0	18 (23.4%)	2 (2.6%)	3.792	1.217
All output desired of our department are met in time	7 (9.1%)	19 (25%)	18 (23.7%)	27 (35.5%)	6 (7.9%)	2.894	1.114
There are no complaints from the public about our services	2 (2.6%)	6 (7.8%)	14 (18.2%)	45 (58.4%)	10 (13%)	2.285	0.886
Performance reports are always submitted on time by all employees	3 (3.9%)	7 (9.1%)	41 (53.2%)	21 (27.3%)	5 (6.5%)	2.766	0.856
The directorate frustrates many clients	5 (6.9%)	26 (33.8%)	19 (24.7%)	20 (26%)	7 (9.1%)	3.026	1.111
I am satisfied with the services I deliver to the public	17 (22.1%)	36 (46.8%)	2 (2.6%)	18 (23.4%)	4 (5.2%)	3.571	1.218
I rarely get stressed when at work	6 (7.8%)	11 (14.3%)	1 (1.3%)	39 (50.6%)	20 (26%)	2.272	1.220

Source: Primary data

Key: SA = strongly agree; A = agree; NS= not sure; D= disagree; SD= strongly disagree

To explain the descriptive statistics on the dependent variable which is service delivery, table 8 shows that the mean response on service delivery is 2.944, the modal response is 3.0 and the standard deviation is 1.089. According to the results, when respondents were asked if they deliver services as per the required standards, 57 respondents which is 74.1% of the total respondents agreed that they did, but surprisingly, only 34.1% of them agreed that all outputs desired of their department were met in time. In addition, 71.4% of the respondents indicated disagreement to the statement that ‘there are no complaints from the public about their services’. This means that generally, there were numerous complaints from the public about

the services delivered to them. Concerning whether performance reports were being submitted in time, 53.2% were not sure of what to say, while 26 (34%) disagreed, implying that they held the view that performance reports were not being submitted on time. Concerning their views on whether the directorate frustrates many clients, majority (40.7%) of the respondents thought the directorate actually frustrates the public that seek services. Surprisingly still, (59) 69% of the respondents said they are satisfied with the services they deliver to the public as compared to the 28.6% that were not satisfied. Majority of the respondents 59(77%) indicated that they always got stressed at work, which could be a factor to explain the deficiency in service delivery.

Additional information obtained from the interviews with the senior management of the directorate was that the numbers of clients of the directorate had actually tripled and were putting a lot of pressure on the human resources of the directorate. The Director also pointed out that despite all the efforts staff were actually putting in, the overwhelming numbers of clients made it impossible to satisfy all of them. This was made worse by the fact that they generally felt overwhelmed by the volume of work, since there were indications that they were understaffed, yet serving an ever growing number of clients.

In order to further ascertain the matters related to service delivery in DCIC, the researcher sought the views of the clients, who were on the receiving end of the services. This was done to show their levels of satisfaction or dissatisfaction with the services delivered, and their general perception and attitude towards service delivery in DCIC. The views are presented in table 9.

4.8. Views from the clients in response to service delivery

A separate survey on service delivery giving the views of the clients of the directorate was carried out. The questionnaire that was used to collect data was based on the 5 point likert

scale with very dissatisfied being assigned value 1, up to very satisfied that is assigned value 5. The views are presented in table 8, showing the frequencies, percentages, mean and standard deviation, reflecting the views of the respondents on each item that was asked.

Table 9: The views of the respondents in respect to service delivery

Statements on service delivery	Responses in frequencies, percentages, mean and standard deviation						
	V.D	D	NSD	S	VS	Mean	Std. Dev.
All staff seemed to know what they were doing	13 (10.8%)	25 (20.8%)	35 (29.2%)	29 (24.2%)	18 (15%)	3.1167	1.2174
The order of service I received was satisfactory	46 (38.3%)	52 (43.3%)	2 (1.7%)	11 (9.2%)	9 (7.5%)	2.0417	1.205
I was served through a long process	28 (23.3%)	38 (31.7%)	7 (5.8%)	25 (20.8%)	22 (18.3%)	2.7917	1.47184
There were many clients apart from myself	13 (10.8%)	30 (25%)	12 (10%)	37 (30.8%)	28 (23.3%)	3.308	1.3584
There were enough staff to offer service	22 (18.3%)	76 (63.3%)	8 (6.7%)	8 (6.7%)	6 (5%)	2.1667	.973
I am satisfied with the service I received	35 (29.2%)	60 (50%)	3 (2.5%)	8 (6.7%)	14 (11.7%)	2.216	1.264

Source: Primary data

KEY:

V.D = very dissatisfied	D = Dissatisfied	NSD = Neither satisfied nor dissatisfied	S = Satisfied	VS = Very satisfied
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From table 9 above, results are shown, indicating the clients' levels of satisfaction towards the services at DCIC. Results show that out of a total of 120 respondents, 46 respondents (38.3%) were very dissatisfied, 52 (43.3%) were dissatisfied, 2 (1.7%) were not sure, 11(9.2%) satisfied and 9 (7.5%) of them very satisfied. The trend generally shows that majority (98/ 82%) of the respondents were not satisfied with the services delivered to them.

In response to whether the clients thought the workers of the directorate seemed to know what they were doing, show that 38 (31.6%) were dissatisfied, 35(29.2%) were neither satisfied nor dissatisfied and 47 (39.2%) were satisfied that they seemed to know their work.

The table further shows the results of the responses on the length of the processes clients of the directorate have to go through as they try to obtain services. To this, 66 out of 120 respondents, which makes it 55%, said that they were dissatisfied with the process as compared to the 47 respondents (39.1%) who thought the process had not been so long. However, 5.8% did not know what to expect, because to them, the process was neither long nor short. The results suggest that overall, the respondents perceived the processes they go through to get the services as rather so long. Timeliness is one of the measures of satisfaction in service delivery. Therefore, with the majority viewing the processes as lengthy, this means that there is a gap in service delivery that DCIC need to address, in order to step up the kind of services rendered to the clients.

In response to whether there were many other clients, 65 respondents out of 120 respondents (54.1%) were satisfied that indeed there were many other clients while 35.8% of the respondents were dissatisfied and 10% of them were not decided.

More so, most of the respondents (81.6%) were dissatisfied about the number of staff that were offering service to them as compared to the 11.7% that were satisfied. This suggests a problem with the number of staff, as the results from the employees also seemed to suggest.

Finally, the results from the clients show that 95 out of 120 respondents (79.2%) were dissatisfied with the quality of services they received as compared to the 22 (18.4%) that were satisfied with the services they received. With an overwhelming majority of the clients indicating dissatisfaction with the services received, this clearly shows that DCIC needs to step up its practices so as to deliver maximum satisfaction to the clients, as results strongly showed that there was a problem with the services of the directorate.

4.9. Hypotheses testing

Table 10: Correlation results

		Correlations			
		<i>Staffing</i>	<i>HRD</i>	<i>Supervision</i>	<i>Service delivery</i>
<i>Staffing</i>	Pearson Correlation	1	.662**	.678**	.449**
	Sig. (2-tailed)		.000	.000	.000
	N	77	77	77	77
<i>HRD</i>	Pearson Correlation	.662**	1	.607**	.589**
	Sig. (2-tailed)	.000		.000	.000
	N	77	77	77	77
<i>Supervision</i>	Pearson Correlation	.678**	.607**	1	.553**
	Sig. (2-tailed)	.000	.000		.000
	N	77	77	77	77
<i>Service delivery</i>	Pearson Correlation	.449**	.589**	.553**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	77	77	77	77

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

Source: Primary data

Correlation results showed that all the independent variables under investigation registered significant and positive correlations with service delivery.

Staffing posted a correlation coefficient of 0.449**, indicating a moderate correlation with service delivery. The correlation result was also found to be significant (less than 0.05 or 5% level of significance), with a significance value of 0.000, implying high significance. This therefore implied that with any improvement in staffing, there was likely to be a corresponding effect on service delivery and the reverse is also true. Thus, the correlation results confirmed the earlier set alternative hypothesis which stated ‘staffing significantly affects service delivery’ and the null hypothesis was rejected. In order to ascertain the percentage effect of staffing on service delivery, the coefficient of determination (r^2) was computed, with results showing 24.9% or 25%. This meant that staffing was accountable for 25% of the variations in service delivery.

Further, the correlation between Human Resource Development (HRD) showed a coefficient of 0.589. The positive nature of the correlation implied that the two variables moved in the same direction, meaning that with any increase in Human Resource Development, there would be a corresponding effect in service delivery, and vice versa. The result further showed a strong and highly statistically significant relationship between Human Resource Development and service delivery, indicating the central role of HRD towards service delivery in the Directorate of Immigration. The significance value corresponding to the correlation coefficient was 0.000 (less than 0.05/5% level of significance). This therefore showed that the possibility of the result occurring by chance was very minimal. From the correlation result that showed a positive and statistically significant result, the hypothesis that: 'human resource development affects service delivery' was therefore substantiated. In order to ascertain the percentage contribution of HRD towards service delivery, the coefficient of determination was computed and showed 0.346 or 35%. This result meant that the independent variable dimension of HRD affected the variations in service delivery by a magnitude of 0.346 units of 35%. Therefore, in order for DCIC to realise great results in terms of performance, it was important that management paid close attention to the issue of HRD, since it was found to have a strong significant effect on service delivery.

Finally, the correlation results showed that the variable dimension of supervision had a correlation coefficient of 0.553. This implied a positive, strong and highly significant correlation, meaning that with an improvement in supervision, there was likely to be a corresponding effect in service delivery. The relationship was also noted to be significant ($p < 0.05$). This therefore confirmed the earlier set hypothesis that: 'supervision significantly affects service delivery'. The computed coefficient of determination, in order to establish the effect of supervision on service delivery, showed that the r^2 value was 30.5 or 31%. This

meant that the independent variable – supervision, affected the variations in service delivery by a magnitude of 31%, the rest of the variation could be attributed to other factors. This implied that if supervision continues to be neglected in DCIC, it is likely to negatively affect service delivery by a magnitude of 31%, but if it is put under serious consideration and the gaps therein are addressed, then it will improve the quality of services delivered by a magnitude of 31%.

Results from documentary review showed that the number of days it takes to process a new passport are shown in the table below:

Table 1 Number of days required to process a Passport

SECTION	NUMBER OF DAYS
RECEIVING	1
PCO	1
PRINTING (STRONG ROOM)	4
DELIVERY (FRONT DESK)	4
TOTAL	10

The above criterion applies to both new issues and renewals.

Source: AOG Audit report (2010)

The processing of a passport, according to the DCIC, takes ten working days and each section having a standard time allocated within which to perform its responsibilities thus contradicting the clients' assertions.

The analysis of renewals at the regional/district immigration offices was also impossible due to lack of separate registers for renewals and new issues. It was ascertained from the records that in the period under review, it took an average of 12, 4 and 3 days in 2006/07, 2007/08 and 2008/09, respectively to deliver renewed passports to applicants. The failure to adhere to

the stipulated delivery time caused an average delay of eight (8) days in 2006/07. However, improvement was noted in 2007/08 where there was no delay and in 2008/09 renewed passports were on average delivered to clients before the stipulated delivery time as shown in the table below:

YEAR	Average days taken to deliver renewed passports	Average delay (Days)
2006/07	12	8
2007/08	4	0
2008/09	3	-1

Source: OAG Compilation from Passport registers at Headquarters

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The previous chapter presents the analysis and interpretation of the key findings of the study. This chapter discusses the findings revealed in chapter four. Through it, evidence supporting the findings is provided, and reasons for occurrence of the findings are provided on the basis of data that may not have been summarised in chapter four. The discussion also provides opportunity for comparing the findings of this study with those of other scholars to establish a perspective for the study.

The in-depth discussion of the study findings also forms a basis for drawing conclusions about the study and making recommendations to policy makers and policy implementers. It is also used to provide recommendations for improvement of service delivery and for provision of guidance to future researchers in the field of managerial factors and service delivery. The chapter is therefore organised in four sections headed; summary of the findings, discussions, conclusions and recommendations, respectively.

5.2 Summary of the Findings

5.2.1 Staffing and Service delivery

The first objective to be addressed in this study was to examine the extent to which staffing affects service delivery in the DCIC. This objective examines the possible relationship between staffing and service delivery. The mean response on staffing and service delivery was 2.8048 and the standard deviation was 0.5790, indicating that there is a relationship between the two variables. Important to note is that 44.2% of the respondents said they were

not sure as to whether the staff were recruited on merit, 72.7% of the respondents disagreed that staff were enough, over 90% of the staff respondents held bachelors' degrees and above, 48.1% of the respondents disagreed that everyone likes what they do, and 66.2% of the respondents agreed that every worker had a specific job to do. Generally, the results showed that while the staff had the necessary qualifications to do their job effectively, there was feeling of being overwhelmed with work, given that the growing number of clients was not usually followed by growth in the number of staff.

5.2.2 Human resource development and Service delivery

The second objective was to analyse how human resource development affects service delivery in the DCIC. The mean response on this study was 2.745 and a standard deviation of 1.057 emphasising that indeed human resource development affects service delivery. Important to note was that; 67.6% of the respondents disagreed that staff are regularly trained, 52.8% of the respondents either disagreed or were not sure as to whether training programs were actually relevant, 61.1% of the respondents disagreed that training was always done on merit, 72.8% of these respondents also disagreed that every staff member had a chance to train, and 41.6% disagreed that performance of those who got the chance to train, actually improved after training. In general, results on human resource development reflected some crucial gaps in as far as staff development was concerned. There was little or no training and development, a factor which can seriously hamper the quality of service delivery. The Pearson correlation result of 0.589 further showed that there was a strong relationship between human resource development and service delivery.

5.2.3 Supervision and Service delivery

The final objective of the study was to assess the effect of supervision on service delivery in the DCIC. The mean response here was 2.683 and a standard deviation of 1.3 which

emphasises that supervision has an effect on service delivery. Also important to note was that; 66.3% of the respondents agreed that each worker had a supervisor, 57.1% of the respondents agreed that the supervisors direct the work processes, 75.4% disagreed that all staff report to work on time, 76.7% disagreed that all tasks were accomplished on time, 80.6% disagreed that employees who fail to do their work on time are penalised, 72.8% disagreed that the systems in place allow no room for mismanagement of time, 59.8% either disagreed or were not sure as to whether there were policies and procedures in place for accomplishing tasks, and 61.1% disagreed that the public was satisfied with the time they took to receive services. The correlation results also showed that supervision registered a strong correlation coefficient of 0.553, implying a strong and positive correlation. This meant that there were serious gaps in terms of supervision that needed to be addressed, if DCIC was to register great services delivered to the clients.

5.3 Discussion of findings

This section presents a discussion of the study findings. To enrich the discussion, the results of the study are further cross-referenced with the views of other writers on the subject.

5.3.1 Staffing and Service delivery

From the findings on staffing, it is evident that the organisation has good quality staff as far as qualifications and educational levels are concerned. This finding is in agreement with the argument that staffing is the traditional management function of attraction and selection of the best people and putting them on jobs where their talents and skills can be utilised, and retention of these people through incentives, job training and enrichment programs, in order to achieve both individual and organisational objectives (Chandan, 1987).

However, despite the good education qualifications, results showed that majority (72.7%) of the respondents disagreed that the staff were enough. This was even made worse by the fact that the numbers of clients were on the rise almost on a daily basis, contributing to burnout of staff. This perhaps is responsible for the unsatisfactory service delivery, because much as the organisation boasts of well-educated staff, they may not be able to reach every corner of the country to deliver services at the same point in time. So there seems to be an agreement that staffing actually affects service delivery in the DCIC. This rhymes with Davidson's (2007) assertion that increasing retirement levels combined with a diminishing interest in public sector careers by younger workers points to smaller applicant pools and higher competition for qualified applicants in the future, a factor that could explain the staff deficits as indicated by the respondents.

Results showed that there was a general weakness in terms of human resource planning at the Directorate, with no clear plan and structure in respect to the staffing requirements. Similarly, Phoibli (2002) argues that workforce planning should focus on the size and composition of your workforce, its deployment across your organisation, and the knowledge, skills and competencies necessary to pursue your business objectives. It includes all managed movement into, around and out of your organisation including recruitment, promotion, secondment, transfer, redeployment, attrition and retention.

Further, Swift (2009) noted that overall, general tests of HR effectiveness rely firmly on the extent to which HR objectives are directly linked to the aims of the organisation as outlined in its strategy and its associated operational plans. If this is well done – that is to say, if the workforce plan is developed along with the organisational strategy and seen as integral to it and not as a post-planning 'add-on' – then it may be said to be effective if the organisation as a whole is seen to be succeeding. This of course is a somewhat indirect measurement of HR

effectiveness, but is nonetheless considered to be viable and further supports the findings which indicated that staffing significantly affects service delivery.

5.3.2 Human resource development and Service delivery

The findings revealed glaring gaps in human resource development, with evidence showing that there were hardly any strategies for employee development in DCIC. The correlation results also indicated a positive correlation of 0.589, indicating a strong and positive correlation. The findings which showed that human resource development affects service delivery in the DCIC were consistent with the argument that it should call for; recruitment and developing the right people effectively, focusing on their skills and general intelligence rather than on educational attainment, identifying and providing training needs to improve current performance and to enhance individual careers (Thomson et al, 1995).

The findings also revealed that staff are not regularly trained to enhance their skills and therefore the majority of the staff respondents did not even know whether the training programs were relevant. It was also discovered that the few rare times when training was done, it was not on merit and that meant that staff did not have an equal chance of being trained. The limited opportunities for skills advancement among the staff, coupled with the ratio of employees to clients which was increasing by the day, further compounds the problem of service delivery in DCIC.

Studies have shown that for any organization to achieve enhanced service delivery and profitability; competent employees are required. In this regard, human resource development (HRD) of an organization could be seen as strategy to improve the capacity of employees, bring about organizational commitment (OC) and promote performance. Pathak and Bodla (2004) observe that increased competition, technological development, and shorter product life-cycles all suggest that organisations must be able to respond more quickly to changes in

the future than they have in the past. These conditions will require that the organisations operate differently. These differences will be seen in structure, decentralized decision-making, fewer or no job classifications, multi-skilled work forces, more effective communication among functional groups. To bring about these changes within the organisation, the HR Professionals need to get in their expertise and help evolve systems, which support the business needs. The key even then would lie with the Human Resources and not with the computers, or any other machines. This implies that in order for the Directorate of Immigration to realise effective service delivery, more attention should be invested in the people by way of training, career advancement and the like.

In further support of the findings, a report by ILO (1997) noted that:

...the skills of a nation's workforce and the quality of its infrastructure are what make it unique, and uniquely attractive, in the world economy. Investments in these relatively immobile factors of worldwide production are what chiefly distinguish one nation from another; money, by contrast, moves easily around the world. A workforce that is knowledgeable and skilled at doing complex things, and which can easily transport the fruits of its labours into the global economy, will entice global money to it.

This view reflects the magnitude to which human resource development can transform organisations like the DCIC to a better performing organisation and consequently enriching the quality of services delivered to the clients. While high levels of education do not by themselves guarantee development and therefore improved service delivery, employers need to influence, where necessary, education policies and systems to promote the acquisition of knowledge and skills geared to business needs and the ability to use them - which should be an important function of organized education.

5.3.3 Supervision and Service delivery

From the findings, the effect of supervision on service delivery is realised. There were several gaps highlighted in the supervision of staff, indicating serious weaknesses that can easily

culminate into poor service delivery. It should be noted that every worker has a supervisor and that the supervisors direct the work processes. However, results from the study showed that the situation in DCIS was more of a laissez faire kind of state. Bratton et al (2007), assert that the ability to manage time is a key factor influencing achievement of organisational objectives, entailing turning up at the right time, addressing absenteeism and minimising lateness among others, it is surprising that though workers have supervisors, it was realised that workers do not report to work on time and as a result, no tasks are accomplished on time. To make matters worse, employees that fail to accomplish their tasks on time are not penalised or reprimanded and there are no systems in place that ensure management of time.

The results do not compare favourably with the argument forwarded by Bratton et al (2007), who asserts that the ability to manage time is a key factor influencing achievement of organisational objectives. This entails turning up at the right time, addressing absenteeism and minimising lateness among others. All in all, the respondents from both the staff of the DCIC and the clients perceived the services to be lacking.

Mills (1997) asserted that supervision has direct effect on staff performance. Supervisors assign task and clear responsibilities of performing those tasks and they in turn expects accuracy and punctuality from assignees. Also supervision gives the right direction to people under supervision to enable them to take initiative and responsibilities to go ahead on their own. Supervision seeks to equip individuals with the necessary knowledge, attitudes and skills to make them useful; not only to themselves but their immediate community and country.

Similarly, Burton (1930) explained that supervision usually gives right direction to the people under supervision; enable them to take initiatives, take responsibilities to go ahead on their

own. Burton (Ibid) pointed out that one aspect of supervision is to train people, correct them, tell them what to do and also bring improvement in deficiencies in service provision.

5.4 Conclusions

In the light of the revelations in the findings of this study, it is clearly shown that all the attributes of effective managerial factors are associated with increasing the quality of services delivered and the satisfaction of the clients of the DCIC.

5.4.1 Staffing and Service delivery

The findings showed that staffing greatly affects the kind of services an organisation offers. It is not just enough to have people with the right qualifications, but also, the numbers in reverberation with the volume of work should be greatly considered.

5.4.2 Human resource development and Service delivery

The findings of this study revealed gaps in the area of human resource development, with many employees pointing at the fact that there are hardly opportunities for training in DICIC. This implies that employees who join the organisation are not given opportunities for growth and advancement, which stagnates the service delivered. It also indicates that there is no clear human resource development policy in place though the staff are well educated.

5.4.3 Supervision and Service delivery

The findings showed that there were no effective mechanisms for staff supervision. The employees do not feel that there are any supervisory mechanisms in the organisation and therefore everyone does as they will. This possibly points at the weaknesses in the policies in place and clearly shows the weaknesses likely to be reflected in the quality of services delivered.

5.5. Recommendations

In this section, recommendations for further action are given as suggestions to be put in place, in order to improve the quality of service delivery at DCIC. The recommendations are given in line with the study objectives.

5.5.1. Staffing

The management of the Directorate of citizenship and immigration control should take effort to embark on a staff recruitment program that will meet their staffing needs, or else, they risk compromising the services delivered to their clients. It is necessary that management engages proper human resource planning strategies, so as to come up with a clear forecast of the staffing needs and trends in staff growth, in response to the growing clientele.

5.5.2. Human resource development

The management of the directorate of citizenship and immigration control should come up with a strategy to not only emphasise the educational levels of the staff, but also put into consideration the need to regularly train workers. This will involve conducting proper assessment of existing training needs and engage competent trainers to address the gaps among the staff. In addition, all workers an equal chance to train and enhance skills and knowledge for better performance.

5.5.3. Supervision

The directorate of citizenship and immigration control should put in place policies and procedures to support supervisory roles and devise time management procedures to support timely accomplishment of tasks. The findings show that since there are supervisors who only lack policies and procedures, once the policies are in place, supervision will be easier and more effective.

5.6. Areas recommended for future study

The purpose of this study was to assess how managerial factors, with particular emphasis on staffing, human resource development and supervision, affect service delivery in the Directorate of Citizenship and Immigration Control. Future studies could look at other managerial factors.

Lately, there have been several changes in the top most administrative posts of government ministries such as the ministers and the permanent secretaries, hence, several changes effected as the new leaders try to change the faces of the ministries entrusted to them. A study on government policy and its effect on service delivery would make sense.

An evaluation of the application of the civil service reforms would be necessary to find their impact on the quality of civil servants' performance.

Also of equal importance, future studies could consider examining how gender differences, age and ethnicity affect the quality of services delivered.

Lastly, ethics has become an important point of discussion in the world domain lately. In Africa particularly, poor ethics have been associated with corruption, nepotism and greed. A study on ethics and its effect on service delivery in the DCIC is desirable.

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QUESTIONNAIRE FOR RESPONDENTS (STAFF)

Dear Respondent,

My name is **Maureen Mudondo Mubbale**, a Master's student at UMI. This questionnaire is to facilitate a study on Managerial factors that affect Service delivery in the Directorate of Citizenship and Immigration Control. Kindly spare some few minutes to indicate your opinion on each of the statements given. Your opinions will be treated with utmost confidentiality. Thank you very much for your valuable time.

SECTION A: BACKGROUND

Kindly tick the most appropriate answer.

1. What is your gender?

- i) Male ☐
- ii) Female ☐

2. What is your age group in years?

- i) 20 – 30 ☐
- ii) 31 – 40 ☐
- iii) 41 – 50 ☐
- iv) Above 50 ☐

3. What is your highest level of education?

- I) PhD ☐
- II) Masters ☐
- III) Postgraduate Diploma ☐
- IV) Bachelors degree ☐
- V) Ordinary Diploma ☐
- VI) Certificate ☐

4. How long have you worked with the Directorate of citizenship and immigration control?

- i) Less than 1 year ☐
- ii) 2 – 5 years ☐
- iii) 6 – 9 years ☐
- iv) Over 10 years ☐

5. What is your rank at the Directorate?

- i) Principle Immigration Officer ☐
- ii) Senior Immigration Officer ☐
- iii) Immigration Officer ☐
- iv) Immigration Assistant ☐

6. To which department do you belong?

- i) Citizenship & Passport ☐
- ii) Immigration ☐
- iii) Inspectorate of legal services ☐

7. Which duty station do you serve?

- i) Headquarters ☐
- ii) Entry Point ☐
- iii) Regional Office ☐

In the subsequent sections, please use the answers provided to tick an answer that best describes your opinion.

Scale:

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

SECTION B:

	Staffing Factors (SF)	SA	A	NS	D	SD
SF1	All staff were recruited on merit					
SF 2	There are enough staff to do the job					
SF 3	All staff are well qualified to do the job					
SF 4	Everyone likes what they do					
SF 5	Each worker has a specific job to do					

SECTION C:

	Human Resource Development (HRD)	SA	A	NS	D	SD
HRD 1	Staff are regularly trained to improve on their skills					
HRD 2	The training programs are relevant to the work					
HRD 3	The training is always done on merit					
HRD 4	Staff performance is regularly appraised					
HRD 5	The senior staff usually delegate work to juniors					
HRD 6	Every staff member has a chance to go for training					
HRD 7	The performance of staff usually improves after training					

SECTION D:

	Supervision Factors (SUP)	SA	A	NS	D	SD
SUP 1	Each worker in the Directorate has a supervisor					
SUP 2	The supervisors direct the work processes					
SUP 3	All staff report to work on time					
SUP 4	There are policies and procedures in place for accomplishing tasks					
SUP 5	All tasks are accomplished on time					
SUP 6	Employees who fail to do their work on time are penalized					
SUP 7	The systems in place allow no room for mismanagement of time					
SUP 8	Supervisors regularly help workers					
SUP 9	Workers remain working even after 5 pm					
SUP 10	The public is satisfied with the time taken to receive services					

SECTION E:

	Service Delivery (SVC)	SA	A	NS	D	SD
SVC 1	I normally deliver the services as per the required standards					
SVC 2	All output desired of our department are met in time					
SVC 3	There are no complaints from the public about our services					
SVC 4	Performance reports are always submitted on time by all employees					
SVC 5	The Directorate frustrates many clients					
SVC6	I am satisfied with the services I deliver to the public					
SVC 7	I rarely get stressed when at work					

Thank you very much.

INTERVIEW GUIDE

1. What is your role in the DCIC?
2. What do you think the quality of the DCIC services is?
3. What are the strengths and weaknesses of the DCIC?
4. What challenges do you meet, as the DCIC?
5. What would you love to see change?

QUESTIONNAIRE FOR THE CLIENTS

A SURVEY ON SERVICE DELIVERY

Dear Respondent,

My name is **Maureen Mudondo Mubbale**, a Master's student at UMI. This questionnaire is to facilitate a study on Managerial factors that affect Service delivery in the Directorate of Citizenship and Immigration Control of Uganda. Kindly spare some few minutes to indicate your opinion on each of the statements given. Your opinions will be treated with utmost confidentiality. Thank you very much for your valuable time.

Please use the answers provided to tick an answer that best describes your opinion on the service you obtained.

Scale:

1	2	3	4	5
Very Dissatisfied (VD)	Dissatisfied (D)	Neither dissatisfied nor satisfied (NN)	Satisfied (S)	Very satisfied (VS)

SECTION A:

	Service Delivery (SVC)	VD	D	NN	S	VS
SVC 1	The order of service I received was satisfactory.					
SVC 2	All staff seemed to know what they were doing.					
SVC 3	I was served through a long process.					
SVC 4	There were many clients apart from myself					
SVC 5	There were enough staff to offer service					
SVC6	I am satisfied with the quality of service I received.					

Thank you so much