UGANDA MANAGEMENT INSTITUTE

MOTIVATION OF LOCAL GOVERNMENT ACTORS AND ROADS SERVICE DELIVERY IN THE WORKS SECTOR: A CASE STUDY OF ISINGIRO DISTRICT, UGANDA

By

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DECLARATION

I Twinomugisha Didace do hereby declare that this dissertation is original and has not been published and/or submitted in pursuance of any degree award to any other University or Institution of Higher Learning.

Signature...................................... Date..

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APPROVAL

This is to certify that this dissertation has been submitted to the Higher Degrees Department for Examination with our approval as Supervisors.

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DEDICATION

This dissertation is dedicated to my parents, Mr. Bwerere Bulazio and Mrs Bwerere Gorreti for their tireless efforts to raise me up and educate me, my dear wife, Nakato Ruth and children, Bashabe Rodney, Agaba Albert, and Keita Rwabugando Rene for the patience and advice they accorded me when I was preoccupied with this work. This work is an encouragement to them that they will also make it in life. Above all, to my siblings, who should work harder and aim higher than this.

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ACRONYMS

ACAO   Assistant Chief Administrative Officer

CAO   Chief Administrative Officer

DCC   District Contracts Committee

DCSC   District Council Standing Committees

DSC   District Service Commission

DWC   District Works Committee

EU   European Union

GoU   Government of Uganda

HRD   Human Resource Development

IDLG   Isingiro District Local Government

IMF   International Monetary Fund

JICA   Japan International Co-operation Agency

LC   Local Council

LGA   Local Government Actors

MoFP&ED   Ministry of Finance, Planning and Economic Development

MoLG   Ministry of Local Government

MoPS   Ministry of Public Service

MoWT   Ministry of Works and Transport

MUK   Makerere University Kampala

NPO   Non Participant Observation

NRA   National Resistance Army

NRM   National Resistance Movement

RC   Resistance Council

RRU   Royal Roads University

RSD   Roads Service Delivery

SAQ   Self Administered Questionnaire

SPSS   Statistical Package for Social Sciences

UBOS   Uganda Bureau of Statistics

UMI   Uganda Management Institute

UNDP   United Nations Development programme

WB   World Bank

WHO   World Health Organization

ABSTRACT

The objective of this study was to establish how motivation of Local Government Actors (LGA) influences roads service delivery in the works sector in Uganda. The study used a cross-sectional research design where purposive, simple random sampling and census techniques were used to draw a sample size of 193 respondents from the accessible population of 209.The study collected both qualitative and quantitative data using questionnaires, interviews, observation and documentary review. Descriptive statistics described the sample characteristics, while correlation and regression analyses determined the relationship and influence of motivation on roads service delivery. The findings from the study reveal a strong and positive significant relationship between rewards (r=0.902), training and re-training (r=0.828) and roads service delivery. The regression analysis shows that rewards, training and re-training of LGA have a significant positive effect on roads service delivery in the works sector. The study further revealed a strong and positive significant relationship (r=0.821) between participation in decision making and roads service delivery. The regression analysis however, indicated that participation in decision making does not significantly affect the level of service delivery in the works sector. The study also showed that personality traits of LGA have a significant positive moderating relationship (r=0.845) between motivation and roads service delivery. Since the regression results indicate that R^2 =0.89, it implies that 89% variation in service delivery is explained by all the above motivational factors which fit best into the model used for analysis. It was recommended that local governments should enhance rewards, training and involve LGA in the entire process of planning and decision making for sustained quality service delivery in the country. In a nutshell, this research has proved that motivation significantly affects service delivery thus a paramount positive contribution in the field of Public Administration and Management.

CHAPTER ONE

INTRODUCTION

1.0. Introduction

The study examined the influence of motivation of Local Government Actors on roads service delivery in the works sector in Uganda. The researcher's motivation for this study was triggered by a number of factors; firstly, reading of the Uganda National Service Delivery Survey report (2008) which pointed out that the Government of Uganda has invested heavily in infrastructural developments but the delivery of services particularly in the works sector remains poor. Secondly, there has been widespread consensus that the quality of services delivered by Local Government Actors particularly Local Government public servants and members of the Local Council executives in rural districts remain generally depressing and dismal (Tumushabe et al., 2010). Therefore, the study was to establish the influence of motivation (Independent Variable) of Local Government Actors on roads service delivery (Dependent Variable). In view of the above, this chapter of the research report presents the background to the study, statement of the problem, purpose, objectives, and corresponding research questions. It also gives the hypotheses, conceptual framework, significance of the study and its scope as well as operational definition of key terms in the study.

1.1. Background to the study

The concept of public servants (Local Government Actors) who have a drive to contribute to the general interest has been in existence for years, (Vandenabeele and Ban, 2009). It can be traced back to Plato, Aristotle and other historic writers who have dealt with it in their works (Horton, 2008). Modern authors have also found this concept appealing when describing the motivations of present-

day civil servants (Vandenabeele and Ban, 2009). It should be noted that the management skills required by the ancient Egyptians to build their pyramids, the Chinese to build the Great Wall of China, the Mesopotamians to irrigate their land and wall their cities, the Romans to build their roads, all required a certain degree of worker motivation (Cardenas, 2007). In fact, long before the Industrial Revolution, there was exploitation and poor pay which led to low motivation and decline in productivity (Amoding, 2010). During the same period, many ancient societies, philosophers, and leaders developed ideas consistent with administration and motivation in the workplace. For example, the Babylonians (~1800 B.C.) established Hammurabi's Code which made supervisors responsible for the actions of their workers; the Hebrews (~1500 B.C.) established the Exception Principle, via Moses and his father-in-law Jethro, which stipulated that a person should only bring big matters to an administrator; and the Chinese (~1100 B.C.) established (through the philosophies of Chow, Mencius and Sun Tzu) merit exams for workers (Cardenas, 2007). During the Medieval period (~1400 A.D.), Venetian shipbuilders developed an interesting technique to motivate employees - the serving of wine to those working on the assembly lines (also known as the Arsenal). According to Davis (1997) as cited by Cardenas (2007), outlays for wine constituted one of the principle expenditure lines in the Arsenal's annual materials budget; and every year, the Venetian government would allocate anywhere from twenty to forty thousand ducats (the then currency of Venice) just to keep the Arsenal supplied with over half a million litres of wine. The twentieth century saw an emergence of relevant research in the area of human motivation. Most notable are the works of Winslow Taylor (1856-1917), Elton Mayo (1880-1949), Abraham Maslow (1908-1970), David I. McClelland (1917-1998), Frederick Herzberg (1923-1968), Douglas McGregor (1906-1964), Victor Vroom (1964) and John Stacey Adams(1965). Snape and Snape (2006) establish that motivation affects the intensity, duration and direction of an action; and coupled with experience and ability leads to effective performance.

Manolopoulos (2007) contends that in the extended public sector of Greece, public administrators motivate their employees and improve on service delivery by emphasizing on extrinsic rewards and more specifically by the provision of fair wages and increased job security. However, Manolopoulos (2007) continues to stress that intrinsic incentives (creative work, recognition for achievements, more autonomy within the workplace) seem also to generate high performance. This is in support of the findings of Snape and Snape (2006) that workers in the science profession in the United Kingdom are motivated by the ability to do high quality, curiosity-driven research and de-motivated by lack of feedback from management, difficulty in collaborating with colleagues and constant review and change.

Several countries such as United Kingdom, India, South Africa, Nigeria, Tanzania and Uganda adopted decentralization in an attempt to motivate Local Government Actors to deliver quality services. Decentralization is a process of transferring political, administrative and fiscal power from a central government to lower levels of governmental bodies (Rondinelli et al., 1989). Yokota (2007) contends that one of the strong arguments for decentralization is that shifting the authority and function of planning and service delivery to the local level would reflect the needs and priorities of the people better, and would deliver services more efficiently. This argument is based on the assumption that the people are actually capable and motivated enough to collectively collaborate to participate in local governance (Yokota, 2007).

Several studies have been carried out on motivational theories and service delivery. This research is grounded on two theories of motivation namely Herzberg's two factor theory and Adams equity theory to establish how motivation of Local Government Actors influences roads service delivery. Herzberg's two factor theory argues that there are certain factors (motivators and hygiene factors) that motivate

employees to work harder. The dissatisfaction – avoidance or hygiene factors that are extrinsic to the job include salary, supervision, policies, working conditions, interpersonal relationships, status and job securities (Herzberg, 1987). The growth or motivator factors that are intrinsic to the job include achievement, recognition, the work itself, responsibility, promotion and growth or advancement opportunities (Herzberg, 1987). The theory emphasizes that it is important to treat people as best as you can so that they have a minimum of dissatisfaction and can therefore deliver services efficiently. Adams equity theory emphasizes that employees should be treated fairly and advantageously to be motivated. This is because when people feel unfairly treated, they are prone to feelings of demotivation. According to Equity Theory, people desire the ratio of their outcomes and investments to be roughly equivalent to the ratio for some other referent person or group. If ratios are not equal, and the difference is beyond some individual threshold level, emotional responses occur and the desire to restore equity manifests itself. In order to restore equity, people have a number of choices. They can change their outcomes, change their inputs, distort the value of either their outcomes or inputs, leave the field, change the outcomes of inputs of another, or change the referent person or group. In a work setting, one method to restore balance would be to change inputs by changing how hard the person works (Schultz et al., 2006).

From the point of view of African Public Service, the present poor service delivery dilemma can be traced to poor motivation (Dada, 2006) and this in turn is partly responsible for the present state of the continent's underdevelopment. Dada (2002) contends that Public Servants should be adequately motivated in order to make them remain service focused and sustain the service delivery improvement initiative. Salary levels for local government staff in Africa are often a fraction of what people could earn in the private sector. Very low wages also mean that staff are pre occupied with searching for

income opportunities, whether corrupt or simply dysfunctional (Devas, 2005). Dada (2006) citing Sanzotta (1977) argues that an individual employee will be able to contribute his very best only if he is highly motivated.

The South African White Paper on transforming public service delivery (Government Gazette No. 18340: 1997) emphasizes that achieving citizens expectations and needs on service delivery are a legitimate practice by which departments of government are judged, together with the effectiveness of these services that meet the basic needs of all citizens (Naidoo, 2004). However, decentralization has not always been effective in improving service delivery by local governments, mainly because of lack of administrative capacity and motivation on the part of local authorities (Elhiraika, 2007).

Ogunrin et al (2007) contend that in Nigeria, a number of authors have examined the work attitude of Nigerian workers and conclude that these workers, especially those working within the public sector, are poorly motivated and possess very poor work attitudes. People learn to budget time and money for "pursuing" applications for services from desk to desk through entire service chains, to obtain even minimal attention. This is exacerbated by inherent problems of inefficiency and illegal extortions (Ogunrin et al., 2007).

In Uganda, motivation of public servants and efficient delivery of services remain a challenge. Jiyati (2001) argues that following the recommendations of the World Bank and International Monetary Fund (IMF), the Government of Uganda established the Public Service Review and Reorganization Commission in 1989/90. The commission established that the public service was large but not delivering, had bloated organizational structures, weak and obsolete management systems, poor

training, equipment and tools, poor pay, de-motivated/demoralized workforce with eroded moral values leading to an inefficient and ineffective civil service.

In 1992, government started the restructuring exercise for all ministries and local governments with the objective of improving efficiency and effectiveness, employee motivation, commitment and enhancing the capacity of the Public Service. The numbers of ministries were reduced from about 39-to-17 by 1998 following the enactment of a new Constitution in 1995 and the Local Governments Act, Cap 243 of 1997. The restructuring and rationalization of ministries and local governments resulted into a reduction in the size of the Public Service from 320,000 persons in 1990 to 191,324 in March 2001 constituting an overall reduction of 40.9%. However, by June 2010, the size of the public service had increased again to 257,345 and is continuing to increase (MOPS, 2010). The wage bill increased from Uganda shillings 47.8 billion (1991/92) to shillings 227.4 billion (1996/97) and to 1.3 trillion in 2009/2010 (Kyarisiima, 2010). Since 1990s, the Government of Uganda also carried out pay reforms with an aim of improving the welfare of public servants. These include: pay reform strategy; consolidation of pay; introduction of single spine salary structure and the pay policy. Despite government's effort to improve the situation, the pay remains low and unresponsive to the cost of living in Uganda (MOPS, 2010). Lack of transformational leadership, inadequate civic competence and skills gap in some critical professionals continue to persist leading to poor performance and inefficient delivery of services (Jiyati, 2001).

The system of decentralization the Uganda government adapted is based on the Resistance Council (RC) system that was established during the civil war of 1981 to 1985. During this period, each village community was organized into a Resistance Council for purposes of planning, making decisions, administering local justice and providing services to the communities from central government to local

government. Uganda embarked on radical decentralization of powers from central to local governments in 1992 as a conscious strategy to enhance local democracy, improve service provision and reduce poverty, (Kiyaga and Olum, 2009). Following the promulgation of the Constitution of Uganda in 1995, Parliament was mandated to operationalise Chapter 11 of the Constitution that establishes the institution of local governments. Subsequently, the Resistance Council system was renamed as the Local Council (L.C) system in 1997 after the enactment of the Local Governments Act. The initial focus was on empowering citizens to participate in decisions that affect their localities. This would in turn motivate workers in the local governments. Later, attention also shifted to strengthening administrative systems to enable them to respond to local service delivery needs and poverty reduction imperatives (Kiyaga and Olum, 2009).

The decentralization policy was designed to among others transfer real power to the local governments and thus reduce the work load on remote and under- resourced central officials; bring under control (political, managerial and administrative) the delivery of services to local people to improve effectiveness and accountability, and to promote a sense of peoples ownership of local government programs and projects and to improve the capacity of local councils to plan, finance, and manage the delivery of services to their constituents (MOLG, 2007). This would in turn motivate Local Government Actors to efficiently deliver services to the people. Section 4 of the Local Governments Act, Cap 243 of 2008 defines a district as a higher Local Government of all the Local Governments. The Act outlines some of the powers and functions of Local Governments in Uganda as collecting revenue and spending it in accordance with the laid down procedures; planning for the district; making ordinances and bye-laws that are consistent with the constitution and other existing laws; construction, rehabilitation and maintenance of roads not under the responsibility of the Government; and handling

all decentralized services and activities. This was aimed to among others motivate local government actors to deliver roads service efficiently.

However, (JICA, 2008) contends that with decentralization, the Local Government share of total public employees became substantial (75%) by 2006 and is continuing to increase. By April 2010, the number of districts had increased from 56 in the 1990's to 111 necessitating more employees (New Vision, 23rd April 2010 Vol. 25 No. 81). As the Poverty Reduction Strategies emphasis continues, the social and economic sectors continue to expand their staff substantially (JICA, 2008) and this has generated human resource challenges related to the welfare and motivation of staff in the local governments.

Okidi and Guloba (2006) argue that one of the main problems in the districts in Uganda is that staffs, especially university graduates, are poorly motivated. The level of salaries and wages for local administration staff in the districts is generally very low, yet the workload can be very heavy indeed (Okidi and Guloba, 2006). MOLG Report (2010) shows that by June 2010, Senior Assistant Secretaries (Sub County Chiefs) in Isingiro District most of whom are university graduates and major implementers of local government programmes at sub county level were paid Uganda shillings 708,892 (equivalent of United States dollars 315) each per month before taxes. This was considered to be inadequate payment to motivate them to deliver high quality services particularly in the roads sub sector in the works sector, given the overall relatively high cost of living in the country.

Uganda had relatively good quality and most extensive road networks in East and Central Africa by independence in 1962 (Ssebanakitta, 1998), but the challenges associated with poor motivation have affected high quality service delivery in the works sector. The post independence government

recognised the importance of road infrastructure and set up a Roads Works Department (PWD), responsible for the maintenance of all roads works (roads, water, railways and airfields). The responsibility for road network was effectively shared between the Central Government, Local Government, Communities and Private Organizations (Amugambe, 2007). As the size of the road network grew, a full Ministry responsible for roads was set up. The status quo continued and during the period 1970- 1985, the Ministry of Works, Housing and Communications placed more emphasis on construction of new roads rather than maintenance and roads continued breaking down at an alarming rate. The spirit of self help (Bulungi-Bwansi) that had been responsible for maintenance of community roads was killed leading to deterioration of feeder roads. From 1986, the National Resistance Movement Government (NRM) efforts were concentrated on rehabilitation, construction and maintenance of trunk and rural feeder roads in the country and little was initially done on community access roads (Amugambe, 2007).

Currently, the Ministry of Works and Transport is mandated among others to oversee the implementation of the national road development and maintenance projects. Road is the dominant mode of transport in Uganda. It carries about 95% of the country's goods traffic and about 99% of the passenger traffic. The mode offers great advantages of flexibility, ability to move many small groups of passengers and goods consignments between many different origins and destinations. In July 2009, the Government of Uganda increased the national roads network from 10,967km to 20,000km by taking over 10,000km from the district roads. Out of the 20,000km of national roads, only 3,200km (16%) is paved /tarmacked. Over 70% of the national road network and the entire district network is unpaved and in poor condition (MOW&T, 2010). In Isingiro district, the total road length under the district is 497.50 kilometers (277.60 km of earth roads and 219.90 km of gravel roads) and over 1157

kilometers of community access roads that are largely in bad condition due to poor rehabilitation and maintenance (IDLG, 2010).

Local Governments are charged with a duty to provide road services including the construction, rehabilitation and maintenance of roads not under the authority of the central government (Schedule 2 of the Local Governments Act, CAP 243, 2008). From 2005 to 2010, Isingiro district local government received a total of Uganda shillings 56,297,446,165 (fifty six billion, two hundred ninety seven million four hundred forty six and one hundred sixty five) from the central government, out of which Uganda shillings 2,010,692,014 (two billion and ten million six hundred ninety two thousand and fourteen) was spent on district roads constituting 3.57% of the total funds received from the central government. The details of the funds received and expenditure on district roads each financial year are summarized in table 1 below;

Table 1.0: Showing funds received by the district and expenditure on district roads

Financial Year	Funds Received by the District from the central government	Funds allocated for District Roads	Percent (%) allocated to Roads	Rate of exchange (Ug.shs/US$)
2005/2006	7,120,084,577	124,577,000	1.75	1760
2006/2007	10,699,011,258	191,944,585	1.79	1825
2007/2008	11,177,539,341	558,733,290	5.0	1780
2008/2009	12,951,065,123	513,924,274	4.0	1633
2009/2010	14,349,745,766	674,851,433	4.7	2280

Source: Isingiro District Local Government, Finance Records (2010).

Despite the increase in the allocation of funds to Isingiro district for the works sector, the quality of service delivery in terms of construction, rehabilitation and periodic maintenance particularly on

district roads remains poor. The above situation encouraged the researcher to undertake the study to establish how motivation of Local Government Actors affects service delivery in the works sector in Isingiro District in Uganda.

1.2. Statement of the Problem

According to Ogunrin et al (2007) motivation breeds commitment, openness to learning and willingness to strive for quality in work performance which leads to improved roads service delivery. One of the strong point of view for decentralization is that shifting the authority and function of planning and service delivery to the local level would reflect the needs and priorities of the people better, and would motivate people to deliver services more efficiently (Yokota 2007, Nuwagaba 2008,Vandenabeele and Ban 2009). Nuwagaba (2008) explains that whereas decentralization generated improvements in social services delivery particularly health and education, there has been little focus on improving roads service delivery particularly rehabilitation and maintenance of feeder roads for market accessibility.

The poor condition of community and feeder roads in Uganda was also emphasized in the Uganda National Service Delivery Survey report (2008), which established that poor maintenance was the major reason for the poor state of all types of roads, bridges and culvert crossings in the districts. In Isingiro district, 71% of the earth roads and 46% of the gravel roads are in poor/bad condition in terms of many potholes and poor drainage channels (IDLG, 2010). Despite efforts by the government to adapt decentralization, restructure local governments and increase the allocation of funds to Isingiro district for the works sector from 1.75% in the financial year 2005/06 to 4.7% in the financial year 2009/10, the quality of roads service delivery particularly on district and community access roads has remained a challenge given that many roads are poorly maintained (IDLG, 2010). The possible

causes of poor roads service delivery in the district could be associated with lack of adequate motivational factors to local government actors such as sufficient rewards, enhanced levels of training and involvement of stakeholders in decision making. This study was therefore carried out to establish how motivation of Local Government Actors influences roads service delivery in the Works sector in Isingiro District Local Government of Uganda.

1.3. Purpose of the study

The purpose of the study was to establish how motivation of Local Government Actors influences roads service delivery in the works sector of Isingiro district in Uganda.

1.4. Specific Objectives

i. To identify how rewards to Local Government Actors influence roads service delivery in the works sector of Isingiro district.

ii. To assess the effect of training and re-training of Local Government Actors on roads service delivery in the works sector of Isingiro district.

iii. To establish the influence of participation in decision making by the Local Government Actors on roads service delivery in the works sector of Isingiro district.

iv. To establish the moderating effect of personality traits of Local Government Actors between motivation and roads service delivery in Isingiro district.

1.5. Research Questions

The following research questions guided the study;

i. How do rewards to Local Government Actors influence roads service delivery in the Works sector of Isingiro district?

ii. What is the influence of training and re-training of Local Government Actors on roads service delivery?

iii. How does participation in decision making by the Local Government Actors influence roads service delivery in Isingiro district?

iv. What is the moderating effect of personality traits of Local Government Actors on motivation and roads service delivery in Isingiro district?

1.6. Research Hypotheses

1. Rewarding Local Government Actors has a significant positive influence on roads service delivery.

2. Training and re- training of Local Government Actors has no significant influence on roads service delivery.

3. Participation of Local Government Actors in decision making significantly affects roads service delivery.

4. Personality traits of Local Government Actors have a moderating effect between motivation and roads service delivery in Isingiro district

1.7 Conceptual Framework

Fig.1.0: Conceptual Framework showing the relationship between Motivation of Local Government Actors and Roads Service Delivery

Independent Variable (IV)   **Dependent Variable (DV)**

Motivation   **Roads Service Delivery**

- Rewards
  - Financial (salaries, bonuses and allowances)
  - Non

- Capacity building

- Participation in decision making
  - Maximum

- Work done as per specificatio n
- Duration of completion of works
- Condition

- Personalit y traits
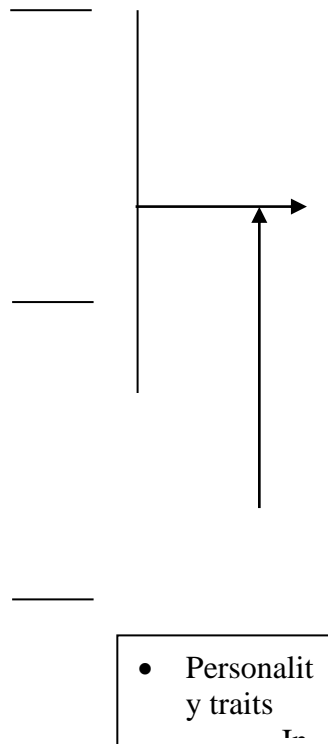
Moderating Variable (MV)

Source: Adapted by the researcher from Dada (2006), Manolopoulos (2007) and modified.

In this study, the main variables under consideration were motivation and roads service delivery. Motivation was considered as an independent variable while roads service delivery was a dependent variable. The researcher looked at indicators of motivation which include; rewards (financial- salaries, bonuses, allowances and non financial- working conditions, recognition, achievement, promotion responsibility, challenging work and job security), training and re-training (skills improvement), and participation in decision making and established their influence on roads service delivery in a district local government. The researcher considered roads service delivery (duration of completion of works on roads, condition of roads and functionality of road maintenance committees, level of sustainability of services on the roads) as a dependent variable. Conceptually, the researcher believed that better motivators to Local Government Actors such as adequate rewards, enhanced training as part of capacity building, participation in decision making could lead to improved roads service delivery in the works sector. The researcher analyzed how motivation of the Local Government Actors influences roads service delivery in the Works sector. The researcher also considered personality traits of Local Government Actors as a moderating variable between motivation and roads service delivery. This is because Local Government Actors have continued to deliver services even when they are not well motivated probably due to the fact that they have positive and better personality traits.

1.8. Significance of the study

The study acts as a frame work for policy makers and roads managers, who need a new conceptualization of how motivation (extrinsic and intrinsic) can influence roads service delivery in a local government. The Government of Uganda, the Ministry of Local Government and the Ministry of Works and Transport could also use the study results to make proper decisions towards motivating Local Government Actors to deliver better services and improve their performance. This research is of

great importance to the general public who are the stakeholders and beneficiaries of the services delivered by local governments. There is need to appreciate the importance of well motivated Local Government Actors as a basis of improving roads service delivery in the works sector. Scholars who wish to study motivation and service delivery in Uganda and particularly in the works sector in a local government set up and relate it to other similar situations in other places would also benefit from this study.

1.9. Justification of the study

Given the importance of local governments, the Government of Uganda has invested heavily in motivating Local Government Actors through increased financing of their job related activities, but the results seem not to be commensurate with the inputs. For example, from July 2005 to June 2010, Isingiro District Local Government received a total of Uganda shillings 56,297,446,165 (fifty six billion, two hundred ninety seven million four hundred forty six and one hundred sixty five) from the central government, out of which Uganda shillings 2,010,692,014 (two billion and ten million six hundred ninety two thousand and fourteen) was spent on district roads constituting 3.57% of the total funds received by the district from the central government (Isingiro District Finance Department, 2010). The poor quality of services being delivered in terms of construction, rehabilitation and maintenance of roads in the works sector justified this study. This study therefore, helped to explain why efficient delivery of services remains a challenge in local governments in Uganda and how the motivation mentioned above influences roads service delivery.

1.10. Scope of the study (Geographical, content and time scope)

1.10.1 Geographical

This study was carried out in Isingiro district in Western Uganda. According to the population census of 2002, Isingiro district had a population of 316,025 which was projected to rise to 385,500 by 2009 (MOFP&ED, 2009). It has a geographical land area of 2,458.4 square kilometers. The district has two counties namely; Isingiro and Bukanga with a total of fifteen sub-counties. The sub-counties are Kikagate, Kabuyanda, Nyakitunda, Birere, Kabingo, Masha, Mbaale, Endinzi, Rugaaga, Kashumba, Ngarama, Rushasha, Ruborogota, Nyamuyanja and Isingiro Town Council. The researcher extensively studied three sub-counties of Kabingo, Ngarama and Isingiro Town Council comprising 15 parishes/wards. These sub counties have the highest number of community access roads that are poorly maintained despite the fact that a lot of money has been allocated to them from 2005 to 2010.

1.10.2 Content

The study investigated how rewards, capacity building (training and retraining), and participation in decision making as motivators to Local Government Actors influence roads service delivery in the works sector with particular emphasis on district roads and community access roads that were of interest to the researcher. The study also investigated the moderating effect of personality traits between motivation and roads service delivery.

1.10.3 Time

The study covered the period from July 2005 to June 2010. This is because the new district of Isingiro has been in existence for only five years having been created in 2005. During the period, a large amount of money was spent on the district for roads service delivery.

1.11. Operational definitions

Motivation - According to this research motivation refers to incentives (both financial and non financial) and the inspirations that are provided to the Local Government Actors such as sufficient rewards, enhanced levels of training/skills development and involvement of stakeholders in decision making, to propel them to deliver services.

Local Government - A local government is defined as a governing institution which has authority over a sub national territorially defined area; in federal systems a sub state territorially defined area. Local government authority springs from its elected basis, a factor which also facilitates considerable variation in its behavior both between and within countries. According to this research local government is defined as the governing institution that has power over a defined local region particularly based on the district as a unit with lower local governments and administrative units.

Local Government Actors – These include Civil Servants in the district, members of the Local Council Executive Committees, Statutory Bodies viz: District Service Commission, District Contracts Committee, District Council Standing Committees (District Works Committee), Road Management Committees and key leaders/elders in the community that influence activities of the works sector in the district local government.

Roads Service Delivery – Roads services are those services provided by the local government on the roads such as carrying out road construction, rehabilitation and periodic maintenance. Therefore, roads service delivery is the realization of those services and making sure that the quality of the roads meets the required standards.

Works Sector – This is a sector under the Works Department in the district local government that deals among others with the construction, rehabilitation and maintenance of district and community access roads.

Participation - Participation is the involvement of an individual or different individuals in the decision making process to accomplish given tasks. According to Tony and Marcus (1998) as cited by Amugambe (2007), participation can be viewed as an ideology or as a technique. Participation as an ideology is regarded as a value for those who practice it and for those who benefit from it. As a technique, participation is treasured for its effectiveness because it brings on board the participants or stakeholders.

Personality traits

This refers to the distinguishing qualities or characteristics of a person. They are a readiness to think or act in a similar fashion in response to a variety of different stimuli or situations, (http://wilderdom.com/personality/traitts, retrieved on 30/6/2010). Robbins (2003) defines personality as the combination of psychological traits we use to classify a person. Such personality traits are quiet, passive, loud, aggressive, ambitious, loyal or sociable.

Training

Training is the acquisition of skills, knowledge and attitudes that are designed to improve the short-term and/or long-term job performance of individual employees to deliver better services. Basu (2008) quoting the Department of Employment Glossary of Training Terms (1971) defines training as the systematic development of attitudes, knowledge, skills and behavior required by an individual to perform adequately a given task. Re-training is the process of learning new skills that are designed to enable employees perform a job that their previous training did not equip them to do. Retraining is also usually done to adapt to changes in the workplace.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews literature related to motivation of Local Government Actors and roads service delivery. The chapter focuses on the literature on theoretical review, conceptual frame work, the motivational factors in relation to roads service delivery and the various ideas by different researchers and other authors that are related to the field of study and research.

2.1. Theoretical Review

A theory is a set of concepts or constructs and the interrelations that have been systematically tested, logically interrelated and developed through research, and explains social phenomena (Sarantakos 2005, Mugenda and Mugenda 2003). From the foregoing, this study was guided by two theories namely; Herzberg's two factor theory as the main theory and Adams Equity theory. Motivation theories therefore examine the force that induces individuals to perform meaningful public, community and social service. Motivation is thus a dynamic process of continuity by which improved effectiveness, efficiency, productivity, commitment and dedication can be enhanced especially in the roads services (Petrovsky, 2009). Motivation is the process of getting people to move in the direction you want them to.

Dada (2006) argues that the most commonly held theories of motivation can be grouped in two broad categories namely; classical theories and neo classical theories. Classical theory believes strongly in the use of money as the major incentive to make employees work more. Frederick Winslow Taylor (1856 – 1917) suggested the idea that workers are motivated mainly by pay. He introduced the concept

of "piece rate" payment according to the output produced as a means to stimulate and motivate low and non producing workers to do more work (Amoding, 2010). His Theory of Scientific Management put forward the view that workers do not naturally enjoy work and so need close supervision and control, managers should break down production into a series of small tasks, and workers should then be given appropriate training and tools so they can work as efficiently as possible on one set task. Workers are then paid according to the number of items they produce in a set period of time (piece-rate pay). Workers who did not deliver a fair day's work would be paid less (or nothing) and those that did more than a fair day's work (e.g. exceeded the target) would be paid more. As a result workers are encouraged to work hard and maximize their productivity. However, Taylor's approach was seen as a demotivator given that workers were being treated as   human machines.

Neo-classical theory as advocated by Elton Mayo (1880 – 1949) believed that workers are not just concerned with money but could be better motivated by having their social needs met whilst at work, Dada (2006). Elton Mayo conducted a research during the year 1924 and 1932 which altered the way of thinking about employees. This research was known as Hawthorne Studies. According to this study, employees require much more than just money. The study introduced the human relations school of thought to a company's management (Nickson, 1973) as cited by Malik (2010), which focused on managers taking more interest in the workers, treating them as people who have worthwhile opinions and realizing that workers enjoy interacting together. Mayo concluded that workers are best motivated by better communication between managers and workers, greater manager involvement in employees working lives, and working in groups or teams**.**

Snape and Snape (2006), Ogunrin et al. (2007) argue that no discussion of motivation would be complete without reference to Maslow's 1943 hierarchy of needs. Maslow identified eight innate

human needs (usually simplified to just five) that are arranged in a hierarchy (Snape and Snape, 2006). Maslow's hierarchically ordered needs fall into two main groups namely deficiency needs and growth needs (Ogunrin et al., 2007). The four deficiency needs are physiological needs, safety and security needs, belongingness and love (social) needs, and esteem needs. Physiological needs pertain to sustenance of human life: water, shelter, food, medicine, to mention but a few. Safety/security needs are psychological in nature and include the need to be free from physical harm posed by loss of a job, property, food or shelter, and need for protection against emotional harm (Ogunrin et al., 2007). Belongingness (social) needs are the needs for affection of a non-sexual nature; the desire to belong to clubs, work groups, religious groups, family and gangs. Esteem needs pertain to the desire to be counted as worthy, both by oneself and by others. Hence there are two types of esteem needs-internal esteem needs comprising self-respect, autonomy and achievement; and external esteem needs comprising status, recognition and attention (Ogunrin et al., 2007). However, in real life there are several problems associated with Maslow's theory. For example, the theory ignores the often observed behavior of individuals who tolerate low pay for the promise of future benefits. The theory also does not recognize that individual behavior seems to respond to several needs and not just one and that the same need such as the need to interact socially at work may cause quite different behavior in different individuals (http://www.tutor2u.net/business/people/motivation theory maslow.asp, retrieved on 25/07/2010).

Frederick Herzberg (1923- 1968) believed in a two-factor theory of motivation and argued that there were certain factors that would directly motivate employees to work harder (**Motivators-intrinsic**). Motivators are more concerned with the actual job itself. **Hygiene** (extrinsic) factors, are factors which 'surround the job' rather than the job itself. According Manolopoulos (2007) Herzberg identified:

firstly, intrinsic factors in employee motivation, such as achievement, recognition for achievement, the work itself, responsibility, personal growth and advancement; and secondly, extrinsic factors, such as company policy and appreciation, level and quality of supervision, interpersonal relationships, working conditions, status, payment and job security. The theory emphasizes that it is important to treat people as best as you can so that they have a minimum of dissatisfaction and can therefore deliver services efficiently. The main implication of this theory is that for employees to be truly satisfied and perform above minimum standards, motivators have to be built into the job (Amoding, 2010). Therefore, to motivate workers effectively, both approaches (hygiene and motivators) must be done simultaneously. However, Herzberg's theory generated great disagreement among later researchers as to whether the "two factor theory" is actually valid in reality or not. The theory raises the question of whether hygiene factors are more rewarding than motivational factors. The theory faces a challenge in that some employees show no particular interest in such motivators as opportunity for growth and advancement but may be interested in others. The theory also does not extensively cover participation in decision making as a motivator.

Guerrero et al (2007) explains that Adams Equity theory acknowledges that understated and variable individual factors affect each person's assessment and perception of their relationship with their relational partners. According to Adams (1965) anger is induced by underpayment in equity and guilt is induced with overpayment equity (Spector, 2008). When people feel fairly or advantageously treated they are more likely to be motivated; when they feel unfairly treated they are highly prone to feelings of disaffection and demotivation (Malik, 2010). The way that people measure this sense of fairness is at the heart of Equity Theory. Payment whether hourly wage or salary is the main concern and therefore the cause of equity or inequity in most cases. In any position, an employee wants to feel

that their contribution and work performance are being rewarded with their pay. If an employee feels he is underpaid then it will result in the employee feeling hostile towards the organization and perhaps their workers, which may result in the employee not performing well at work anymore. Adams called personal efforts and rewards and other similar 'give and take' issues at work as 'inputs' and 'outputs' respectively. Inputs are logically what we give or put into our work. Outputs are everything we take out in return (http: //www.businessballs.com. 30/6/2010).

This comparative aspect of Equity Theory provides a far more fluid and dynamic appreciation of motivation than typically arises in motivational theories and models based on individual circumstances alone. For example, Equity Theory explains why people can be happy and motivated by their situation one day, and yet with no change to their terms and working conditions can be made very unhappy and demotivated, if they learn for example that a colleague (or worse an entire group) is enjoying a better reward-to-effort ratio. The theory also explains why giving one person a promotion or pay-rise can have a demotivating effect on others. Schultz (2006) establishes that equity theory predicts that workers will be motivated to more closely match their work peers. That for example, under conjunctive tasks, effort of slower workers will increase or speed up while that of the faster workers will decrease or slow down. This explains the differences in performance of individuals inside the group relative to their performance as individuals.

Equity theory can be summarized in table 2.0 as shown below;

Table 2.0: Showing the balance between inputs and outputs in equity theory

Inputs	equity dependent on comparing own ratio of input/output with ratios of 'referent' others	outputs
Inputs are typically: effort, loyalty, hard work, commitment, skill, ability, adaptability, flexibility, tolerance, determination, heart and soul, enthusiasm, trust in our boss and superiors, support of colleagues and subordinates, personal sacrifice, etc.	People need to feel that there is a fair balance between inputs and outputs. Crucially fairness is measured by comparing one's own balance or ratio between inputs and outputs, with the ratio enjoyed or endured by relevant ('referent') others.	Outputs are typically all financial rewards - pay, salary, expenses, perks, benefits, pension arrangements, bonus and commission - plus intangibles - recognition, reputation, praise and thanks, interest, responsibility, stimulus, travel, training, development, sense of achievement and advancement, promotion, etc.

Source: (http://www.businessballs.com, 30/6/2010).

In this study, Herzberg's two factor theory helped through the use of motivators to explain the primary cause of satisfaction among Local Government Actors, and hygiene factors explained the primary cause of unhappiness on the job. The theory emphasizes that it is important to treat people as best as you can so that they have a minimum of dissatisfaction and can therefore deliver services efficiently. The theory recognizes that true motivation comes from within a person and not from external factors. It was established that no study had extensively and exhaustively used the theory to study motivation and service delivery in a rural local government set up in Uganda. The researcher also assessed the effort and reward ratio of Local Government Actors using Adams equity theory. Equity Theory helps managers and policy-makers to appreciate that while improving one person's terms and conditions can

resolve that individual's demands (for a while), if the change is perceived by other people to upset the Equity of their own situations then the solution can create more problems than it attempted to solve. The theory also reminds us that people see themselves and essentially the way they are treated in terms of their surrounding environment, team, co-workers and system, not in isolation and consequently must be managed and treated accordingly (http://www.businessballs.com, 2011).

2.2. Conceptual Review

Motivation

Robbins (2003) defines motivation as the willingness to do something and is conditioned by this action's ability to satisfy some need for the individual. Robbins (2003) adds that a need means a physiological or psychological deficiency that makes certain outcomes appear attractive. Omagor and Mubiru (2008 p. 86) define motivation as a process of provoking an individual's thought process and mental state and thereby propel/excite someone to take a desired path of action which may lead to the fulfillment of personal goals. Locke and Latham (2004, p. 388) as cited by Snape and Snape (2006) state that motivation, "refers to internal factors that impel action and external factors that can act as inducements to action".

Service delivery

Means supplying the citizens with services needed or demanded by them, as defined by Lance (2002). This can be done by government, institutions, parastatal organizations, private companies,' non-profit organizations and private service providers. In line with this study, service delivery has been looked at in terms of Roads Services Delivery (RSD) that includes construction, rehabilitation, and maintenance of roads in the district that are part of the mandate of the local government of Uganda. Belanger and Hiller (2002) as cited by Mugabe (2010) contend that, "The government establishes or maintains a

direct relationship with citizens to deliver a service or benefit". This allows local governments to interact, serve, listen and talk to citizens. Here, a direct relationship is maintained, accountability, motivation and democracy are gained too in the process.

2.3. Rewards to Local Government Actors and roads service delivery

Maicibi (2007) defines rewards as the material and psychological payoffs to employees for performing tasks in the work place. They are all the returns employees receive as a result of the employment by their organization, monetary as well as non-monetary (Amoding, 2010). Without rewards, employees would not join the organization, be inclined to come to work, or perform in line with the mission or strategy of the company. According to Mukasa (2008) the term reward covers everything that answers the question "why should I work here?" This includes the traditional package, how the organization deals with the degree of challenges and interest in the work and the level of freedom and autonomy given to employees to achieve an acceptable work life balance. Maicibi (2007) explains that the general goals for rewarding employees are to improve performance, motivate the employees, build a feeling of confidence, ensure effective compliance, increase employee retention, get competitive advantage, fulfill obligations (legal), keep the pace with the cost of living (inflation), psychological contract and representing the relationship between the employer and employees. Decenzo et al (2002) as cited by Mukasa (2008) argues that the obvious reward employees get from work is pay. However, rewards also include promotions, desirable work assignments, a smile, acceptance by a peer, a covert and overt implication that you are doing a good job or a kind word of recognition. Therefore, total rewards is the combination of both financial and non financial payments available to employees. Whereas many studies have been carried out on "rewards" such as those of Dada (2006) Mukasa (2008) and Ogunrin et al. (2007) there seems to be no attempt that has been made to link rewards to

service delivery in a local government set up in Uganda. Dada (2006) further identified some of the factors (financial and non financial) that can motivate people for improved service delivery as; improved welfare package , salary/wages, good and stimulating working environment, responsibility and challenge, efficient promotion process, enhanced pension scheme, job security and recognition of skills. The researcher identified rewards as motivators and established their influence on roads service delivery in Isingiro District Local Government.

2.3.1 Motivating Local Government Actors through financial rewards and Roads Service Delivery

The need for financial rewards in service delivery is well established in literature. Messmer and Taylor (2001), Lazear (2000) as cited by Manolopoulos (2007) argue that the provision of economic rewards comprises a major motivator. According to Manolopoulos (2007), pay has certain optimal characteristics: it is valued by its recipient, the size of reward can be flexible and its value remains relatively constant. Manolopoulos (2007) further contends that direct cash rewards comprise the only motivator for advancing productivity. Panda (2008) argues that money remains a darn good motivator especially as an immediate deterrent to departure of employees and that some companies pay a lump sum amount like thirteen months pay to those employees who complete five years of service with the company to motivate them to work. Duke (2010) establishes that money as a tool of incentive leads to higher employee performance than non-monetary incentives such as gifts and travel. Therefore, motivation of local government actors through financial rewards is critical to achieve efficient roads service delivery in the district local government set up.

UNDP (2010) asserts that, linking pay to objective performance measures may potentially improve workers' revenues, motivation and results, especially in contexts where general wage increases are difficult to envisage, and improving roads service delivery is a concern. UNDP (2010), Kyarisiima

(2010) contend that in many developing countries, (including Nigeria, Tanzania and Uganda), civil servants receive weak base salaries and hence are poorly financially motivated. These authors continue to explain that even if estimating total wages is difficult because of the variety of rewards received in addition to base salary (e.g. allowances, job security, and in-kind rewards), the civil services of these countries have experienced a fall in real wages and this could be due to changes in the cost of living. Salary is the remuneration or compensation for an employee's effort normally regarded as the obvious and first priority one would consider before taking on an employment (Namae, 2010). Insufficient salaries partly explain deviant or predatory behavior and weak performance of civil servants, (Van Lerberghe et al., 2002) as cited by UNDP (2010). As long as civil servants believe they are unfairly treated, one should expect to witness dysfunctional behaviors on their part, such as low morale, lack of discipline and absenteeism among public officers (MOPS, 2010). In addition, such poorly remunerated public servants engage in corrupt tendencies (bribery, embezzlement, diversion, stealing Government property and cheating working hours) as a means of compensating for the low pay (MOPS, 2010). According to Armstrong (2009), the US term 'compensation' is sometimes used as an alternative to reward but it seems to imply that work is an unpleasant necessity for which people have to be compensated rather than spending their time more profitably elsewhere. The implication of low pay is that such public servants pretend to be working when in actual fact they are not because of the pressure to secure residual income elsewhere. Kiragu et al. (2004: 109) as cited by UNDP (2010) argues that adequate pay is crucial for sustaining the motivation, performance, and integrity of public servants. This explains why the researcher investigated the influence of financial rewards to Local Government Actors on roads service delivery in Isingiro district.

A fairer and more effective way of providing financial incentives is to provide special premiums based on objective criteria, especially for motivating civil servants to work in remote and poor areas given that staff prefers being located in towns and cities (UNDP, 2010). Therefore, allowing monetary premiums and other advantages for workers (total remuneration) effectively posted in difficult areas may be a powerful incentive (Diop and Paul, 2007; Samaké et al., 2009) as cited by UNDP (2010). Total remuneration is the value of all cash payments (total earnings) and benefits received by employees (Armstrong, 2009). However, such incentives continue to be minimal and inadequate in a rural district like Isingiro and this is why the researcher undertook the study to find out the influence of financial rewards on roads service delivery.

2.3.2 Motivating Local Government Actors through non- financial rewards and Roads Service Delivery

Non-classical theory school of thought established through extensive research that money alone cannot keep motivating an employee (Dada, 2006). There are self-generated factors which stimulate people to behave in a particular way or to move in a particular direction (Intrinsic Motivation)**.** These factors include responsibility (feeling that the work is important and having control over one's own resources), freedom to act, scope to use and develop skills and abilities, interesting and challenging work, opportunities for advancement, praise or even punishment (Duke, 2010). It has been argued that intrinsic motivators are generally longer lasting and more enduring than extrinsic motivators which are often short term and discrete in nature (Armstrong 2006, Duke 2010). UNDP (2010) explains that, non materialistic sources of motivation may also be powerful to motivate workers especially in the roads sector given that in some instances, generous salaries can generate perverse incentives without contributing to enhanced motivation and performance on a sustained basis (Robinson, 2006) as cited

by UNDP (2010). UNDP (2010) citing Kohn (1998) puts it, "Pay people well. Pay people fairly. And then do everything in your power to take people's minds off the money." This research found out that non financial rewards are equally important in motivating Local Government Actors for efficient delivery of services.

Mobilizing non materialistic motivations such as good working terms and conditions of civil service, belonging to an association and related practice exchanges, as well as social recognition by the community and roads authorities have been identified as major factors for reducing professional isolation and motivating qualified workers (UNDP, 2010). Working conditions can be defined as the physical environment in which one works, including the actual space, the quality of ventilation, degree of safety, permitted breaks, comfort of machinery, vehicles and other equipment, normal manning levels and disciplinary procedures (Namae, 2010). Under conducive working conditions, people prefer to work hard, while in adverse atmosphere avoid work. Working conditions not only include the physical conditions of the work place but also the working relationship in the organization. Promotion is also one of the non financial motivators. Promotion is a change in job duties with increased responsibilities and can lead to an increase in earnings which lead to motivation. Promotion shows the high value the employer places on the worker (Isik and Gordon, 2008) as cited by Amoding (2010). The young professionals see promotion as an achievement that takes them to another level and is a motivator itself as this is supported by Herzberg's two factor theory. Lopes and Theisohn (2003); Gilley et al (2009) as cited by UNDP (2010) noted that among other factors, leadership is acknowledged as a crucial factor for mobilizing non-materialistic motivations, driving change and innovation, fostering reform and sustaining capacity development. The World Health Organization Report (2006) reckons that supervision that is supportive, educational and consistent can help to solve

specific problems; can improve performance, job satisfaction and motivation" (WHO 2006: 75). Other factors that could enhance intrinsic motivation include recognition and acknowledgement, enriching tasks, guaranteeing flexible working hours and promoting ethical values. Recognition and acknowledgement is a tool widely applied by organizations to motivate their employees. Outstanding employees expect their efforts to be recognised consistently by the supervisors in their organization. Acting on social motivation by organizing peer reviews and practice exchanges is also very promising to increase motivation as well as performance, especially in traditional societies with strong social norms (UNDP, 2007).

Uganda experiences many difficulties in stabilizing and motivating qualified local government workers to work in rural and poor regions like Isingiro district which is considered remote and underdeveloped compared to the district (Mbarara) from which it came (Makerere University and Royal Roads University, 2005). Therefore, various incentives should be provided to young qualified workers accepting to be posted in a rural set up, encompassing both financial and non financial motivators.

The results of this study show that there are rampant complaints from Local Government Actors in Isingiro district that their work consumes most of their time and energy and yet they are not rewarded accordingly. The increasing cost of living could be the reason why Local Government Actors need be motivated to efficiently deliver roads services. Ogunrin et al. (2007) argues that when people's needs are not met, frustration sets in, and their behaviors change for the worse. In the workplace, frustration manifests as alcohol and drug abuse while at work, resistance, absenteeism, tardiness, accidents, reduced productivity,   increased waste of materials, money and time, or outright theft, apathy, sulking, and arguing. These negative behaviors amount to real costs to organizations or government

(Ogunrin et al., 2007). In the case of Local Government Actors, this has at times resulted into temptations to be corrupt or even failure to generate new constructive ideas thereby affecting the level of roads service delivery.

2.4. Training and re-training of Local Government Actors and Roads Service Delivery

Ghoshal (2008) argues that training as a competency-enhancing tool, is understood to be initiated for conditioning the mind to achieve a pre-defined standard of performance consistently. Training is a competence building activity that enables people to acquire or reinforce knowledge and skills for improving performance. Orokov et al. (2004) explain that training is viewed as part of an on-going developmental process and could be linked to the mission of local governments. Barasa (2004) contends that training in the public service has been used as a means of rewarding some civil servants. The American Society for Training and Development has traditionally recommended a minimum of 40 hours of training a year for every employee (http://humanresources.about.com/od/managementtips, retrieved on 20/6/2010). However, the implementation of this recommendation remains a challenge for local governments in developing countries. Welch (2005) as cited by Cardenas (2007) argues that people need to get differentiated rewards, recognition, training and retraining in order to be motivated. With the power to participate, Local Government Actors need to be trained in exercising their rights and responsibilities so as to create effective participation. It is important for leaders in the roads sector to be trained to capture a vision that a community should retain in a given time frame (Amugambe, 2007). This would assist in motivating the leaders to efficiently delivery services.

Some of the local government actors are not prepared through education or training for their work. Most employees learn through on-the-job training, but have few opportunities to expand their

knowledge and skills (Orokov et al., 2004). When employees lack training, they are often uninformed about changes in national laws that affect them or that they should implement and this affects timely delivery of services. The researcher proposes that continuous training and re-training should be considered as a priority for Local Government Actors for efficient delivery of services.

Basu (2008) explains that the major objectives of training and development include; prevention of organizational and individual obsolescence; modification of desirable knowledge, skills and attitudes for improved effectiveness; adaptive strategies adjustment with social and technical changes; promotion of value-oriented towards quality, cost, customer's commitment and excellence; transfer of organizational vision, mission, and philosophy by developing new cultural attribution. It is worth noting that once these objectives are attained, Local Government Actors would be motivated to deliver high quality services in the works sector in Isingiro district.

Armstrong (2006) and Basu (2008) contend that effective training can improve individual, team and corporate performance in terms of output, quality, speed and overall productivity. It can also improve operational flexibility by extending the range of skills possessed by employees (multiskilling), attract high quality employees by offering the learning and development opportunities, increasing their levels of competence and enhancing their skills. Training still increases the commitment of employees (Basu, 2008) and can therefore motivate them towards performance improvement, and effective service delivery.

Makerere University and Royal Roads University (2005) contend that if local governments' officials are to effectively shoulder increased responsibility for their citizens' lives, it is critical that locally elected political leaders effectively represent the interests of their constituents. However, too often

they lack necessary skills, access to information, and experience to work cooperatively with regional and national governments. To enhance the ability of local elected representatives, programs should provide training on the role of local elected officials, on managing difficult situations and on the content of national decentralization legislation. Regular seminars, trainings, research action and professional tutoring also enable improving the quality of service delivery (Coulibaly et al., 2007) as cited by UNDP (2010).

Yokota (2007) argues that the capacity for key staff in the districts is not fully developed, and staff itself is lacking. Local Council Village, Parish and Sub County Executives, who are the main mobilizers of the community in planning and service delivery, have not usually been given sufficient training to do their work. Parish and Sub-County Chiefs also lack training and orientation on the participatory guidelines. Training and re-training would therefore motivate them to deliver services efficiently. Wunsch and Ottemoeller (2004) argues that to achieve good governance at all local levels and improved service delivery to the citizens, more efforts and resources have to be employed to educate leaders at all levels and the general public on the need and benefits of the changes in the local government system and on their new roles and responsibilities for bringing about the required changes.

Wunsch and Ottemoeller (2004) and Phillip (2007) argue that some elements of training may include mentoring, career progression strategies, encouraging research, attendance of conferences and workshops. Speakers with new and innovative ideas could be brought in, promoting Local Government exchanges, working with other organizations to pool resources and provide job opportunities, sharing services, encouraging Local Government Actors to nominate projects for awards, encouraging Local Government Actors to be role models and speakers at school, career expos,

and supporting them financially to undertake further training programs (Wunsch and Ottemoeller 2004, Phillip 2007). Maicibi (2007) contends that on-the-job training techniques of counseling, coaching and mentoring impart and enhance skills which impact on employee performance and subsequently increase the organization's competitive advantage. Considering the role played by the above elements of training in improving performance, the researcher proposes that, Local Government Actors in the works sector in Isingiro district should be trained as this would in turn motivate them to deliver services efficiently to the citizens.

The Ministry of Local Government supported by the European Union has been training some of the Local Government Actors particularly Local Councils on the implementation of the decentralized system of governance but the training remains insufficient especially in the physical infrastructure area particularly with regard to feeder roads construction and maintenance of culverts, bridges etc (MOLG, 2007). Therefore, training of Local Government Actors would motivate them to deliver better services. Dada (2006) contends that motivation through training and retraining in modern work environment has become an important aspect of employer's duties if set objectives are to be achieved. Given that each employee has a motive for joining a given organization and once these motives, desires or goals are not fully met, it has negative effect on service delivery. Dada (2006) emphasizes the need to embark on systematic training of various Heads of Units, Divisions and Departments etc. in the areas on effective decision-making, target setting, performance management, team building, time management, human resource management, self motivation and motivating others. This study established that training and re-training of Local Government Actors strongly and significantly influences roads service delivery.

2.5. Participation of Local Government Actors in decision making and roads service delivery

Participation in decision making was found to have improved with decentralization, although there are still limitations, role conflicts and reluctance to share information among various Local Government Actors (Amugambe, 2007). Local participation in decision making encourages more active and equal local citizen participation both in the political and service delivery area. Yokota (2007) contends that locally elected councils become more accountable for their constituencies and so do local government officials for their tax payers and cost sharers. However, this argument is about the potential and does not necessarily reflect the reality (Yokota, 2007). People's active participation is essential for effective and efficient service delivery, where people can be involved in several ways from planning to implementation and monitoring. People's participation can also enhance downward accountability, which is a key to increasing local government's responsiveness to citizens (Crook and Sverrisson 2002, Blair 2000) as cited by Yokota (2007).

Makerere University and Royal Roads University (2005) established that the intention of decentralization is that the community makes decisions or participates in the decision making process. In reality, however, it has been found that the grassroots do not fully participate. Instead, most decisions are made at the top and simply trickle down to the community. In some cases, the community may make decisions on matters concerning their area during Local Council meetings, but they do not get any feedback once the requests have been passed on. This could be a result of a motivation gap or because decisions are already pre-determined at the top. Poverty, illiteracy level and poor motivation also affect decision making process in most communities. Poor and uneducated individuals lack confidence and competence, which in turn limits their participation and contribution.

This study established that there is a high level of illiteracy among Local Government Actors and this affects their participation in decision making which in turn impacts on roads service delivery in Isingiro district.

Technically, decision making in decentralization involves all adults above 18 years of age. However, in some districts such as Isingiro, women and youths views or decisions are not captured yet some of them are considered to be part of the Local Government Actors. This is evident from the existence of very few youths and women groups in the district (MUK and Royal Roads University, 2005). This study recommends that all Local Government Actors be involved in decision making at various levels as a way of motivating them to deliver high quality services.

Nsibambi (1999) as cited by Amugambe (2007) identifies five levels of participation and argues that the levels of participation are determined by the task at hand. The smaller and singular the task to be performed, the lower the levels of participation and can be viewed as being distributed over a continuum ranging from zero participation to maximum participation. Zero participation means that there is no consultation or involvement of the community in planning and decision making process. The second level entails mere giving of information about what is to happen. The third level of participation, the community is consulted by the leaders or by the technical class. The fourth level of participation involves the community in policy formulation and in the ranking of the objectives. Under the fifth level of participation, the community is involved in the entire process of planning and decision making. The community is also involved in the allocation of resources as well as hiring and firing of personnel (Amugambe, 2007). However, the level of participation in decision making of stakeholders in the development and maintenance of rural feeder roads in most districts in Uganda was found to be minimal as demonstrated in Table 2.1 below.

Table 2.1: Participation of stakeholders in the development and maintenance of rural feeder roads

Stakeholder	Level of involvement	Level of satisfaction with involvement
Community	▪ Through participation by identifying the problem and seeking solution from the local leadership.	▪ Poor/low in some local governments
Local authorities	▪ Coordinate centre with the community. ▪ Complies the workload and distributes between the community, donor and central government in a ratio. ▪ Have direct standards with the centre and donor. ▪ Provides guidance to the community. ▪ Identify and mobilizes resources.	▪ Average because of too much power
Donor	▪ Give guidelines for utilization of their resources for the roads. ▪ Provide funds to organise programmes. ▪ Interface with local authorities to implement programmes.	▪ Poor
Central government	▪ Provide guidance on policy issues. ▪ Monitoring and assessing the impact. ▪ Create good methods of flow of funds to local authorities for better services for the community. ▪ Ensure proper utilization and supervision of work on the ground. ▪ Budgets and funds to various national programmes on a priority.	▪ Average

Source: Amugambe, (2007)

From table 2.1 above, it is evident that the level of satisfaction with participation in decision making

of stakeholders in the development and maintenance of rural feeder roads remains very poor/ low. This

is due to the fact that some actors such as local council executives are not fully involved in site

meetings and consultations. This affects their level of motivation and willingness to deliver better

services. Mutibwa (2002) argues that people themselves should be the instruments of change in

matters affecting them and in charge of their own destinies; and they should elect their leaders such as

Local Councils. The leaders should participate both in the decision making and the implementation

process. Local Government Actors could be given full powers to make decisions and implement them.

This study established that participation in decision making by the local government actors influences roads service delivery in Isingiro district.

2.6. Moderating effect of personality traits of Local Government Actors between motivation and roads service delivery

Motivation depends on other factors such as personality, and even environmental factors (Cheung 1999; Top-Education.com 2001) as cited by Ogunrin et al. (2007). Human personality has been described as the set of traits and characteristics that form a pattern distinguishing one person from all others (Vecchio, 1991). The most often cited personality trait in relation to motivation is the introversion-extroversion trait. An extravert is a person who goes by the influence of the external world while an introvert is always afraid of the external world (Ogunrin et al. 2007). As regards effectiveness of rewards and punishments and other external agents introverts are believed to be motivated to avoid a threatened punishment while extroverts are motivated to gain a promised reward (Gray 1973 in Furnham and Heaven, 1999) as cited by Ogunrin et al. (2007). This could help to explain why some Local Government Actors continue to deliver services to the roads despite the growing concerns of poor motivation.

Furnham et al. (2009) argue that individual disposition may have a profound influence over how the working world is perceived (i.e. what is important to the individual), and this is likely to affect the type of jobs that are sought. Furnham et al., (2009) add that extroverts may be highly motivated by intrinsic factors such as recognition and positive feedback, as such rewards comply with their sociable nature. Introverts on the other hand seem to be motivated to avoid punishment. Additional speculative examples of how personality may affect work attitudes include individuals' high in openness being more satisfied with jobs which allow them to learn new skills and be innovative (Furnham et al.,

2009). Robbins (2003) argues that satisfaction is highest and turnover lowest when personality and occupation are in agreement.

According to the Myers Briggs Type Indicator 1943, there are a number of distinctive characteristics between extraverts and introverts. Introverts are motivated internally, their mind is sometimes so active and closed to outside world while extraverts are usually open to and motivated by the outside world of people and things. Extraverts act first, think/reflect later, while introverts think/ reflect first, then act. Extraverts feel deprived when cut off from interaction with the outside world while introverts regularly require an amount of private time to recharge batteries. Introverts prefer one-to-one communication and relationships while extraverts enjoy wide variety and change in people relationships, http://www.personalitypathways.com/typeinventory.html retrieved on 25/07/2010. It appears that supervisors/ leaders need to understand the personality traits of their subordinates in order to match personality with jobs to increase performance and to motivate them accordingly. This study established that personality traits act as a moderating variable between motivation and roads service delivery among Local Government Actors in Isingiro district.

2.7. Summary of literature review

This chapter distinguished the boundary of the study by expanding on the Herzberg's two factor theory and Adam's equity theory and looked at the conceptual review basing on other researchers. Emphasis was placed on the concept of motivation and its influence on roads service delivery while conceptualizing other past studies. It has been noted that financial and non financial rewards, training and participation in decision making are important elements in motivation and service delivery but have received little attention in the works sector in Uganda with particular reference to Isingiro district. This section of the study mainly focused on identifying the gaps that are existent in other past

studies that were reviewed. They included lack of a clear attempt to link rewards, training and participation in decision making to roads service delivery in a rural local government setup. The focal point of the literature review was based on rewards, training and retraining, participation in decision making and personality traits as shown in the objectives. This study therefore focused on establishing the related literature on motivational factors that influence Local Government Actors on roads service delivery in a rural district local government setup in Uganda.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes the steps and procedures that were followed in order to accomplish the research. These include research design, study population, sampling techniques and procedures, data collection methods and instruments, reliability and validity and data analysis.

3.1. Research design

In this study, a cross sectional design was used to examine different subjects at one point in time, to generate quick self reports from the selected participants under study and to help think systematically about aspects in a given situation (Amin 2005.p.212). The design gave deeper understanding about the problem as it made an intensive investigation on how motivation influences service delivery. A triangulation of both the quantitative and qualitative approaches was used. Both approaches complement each other, in that qualitative methods give the in-depth explanations about attitudes and perceptions while the quantitative methods present the hard data needed to meet the required study objectives and testing of the hypotheses; it measures actions, tendencies and levels of knowledge.

3.2. Study population

The study was carried out in Isingiro district particularly in the sub counties of Kabingo, Ngarama and Isingiro Town Council. In this study, the total parent population was 1,329 (including 09 members of each of the Local Council executive committees, civil servants and selected opinion leaders in the works sector at the village, parish and sub county levels in the study area) out of which the accessible population was 209 and a sample size of 193 respondents as shown in the table 3.1 below.

Table 3.1 Showing the population frame, parent and accessible population in the study area

Sub County	Population frame (Category)	Parent Population	Accessible Population
Kabingo S/C	Civil Servants	10	10
	Local Council Committees (50X9)	450	50
	Opinion leaders	5	5
Isingiro T/C	Civil Servants	18	18
	Local Council Committees (40X9)	360	40
	District Contracts Committee	05	05
	District Service Commission	05	05
	Roads Management Committee	06	06
	Opinion leaders	5	5
Ngarama S/C	Civil Servants	10	10
	Local Council Committees (50X9)	450	50
	Opinion leaders	5	5
Total		**1,329**	**209**

 Source: Isingiro District Local Government (2010)

The accessible population was determined by selecting the Chairperson of each of the Local Council Committee from the village level to the Sub County in the three sub counties under study. All civil servants in the works sector in the three(3) sub counties, members of the District Service Commission, District Contracts Committee, Roads Management Committee and five (5)opinion leaders in each sub county were also included given that they are key Local Government Actors in the works sector in Isingiro district.

3.3.1. Sample size and selection

A sample is a set of individuals selected from a population and usually is intended to represent the population in a research study (Gravetter and Forzano, 2009). It comprises some members selected from it. In other words, some, but not all elements of the population form the sample (Sekaran, 2003). The total number of sub counties in Isingiro District is 15. The researcher extensively studied the three sub counties of Kabingo, Ngarama and Isingiro Town Council given that they are among the most populated sub counties in the district and have the highest number of community access roads totaling

to 365.9 kilometers (31.6%) out of 1157 kilometers in the whole district. The respondents were determined by selecting chairpersons of each of the Local Council executive committees in the villages and parishes/wards in each of the three sub counties. The researcher also identified civil servants, members of the District Service Commission and opinion leaders as respondents in this study. They were used in the study given that they are assumed to be beneficiaries of motivation and they are the ones that deliver services to the citizens. They are also directly concerned with the district and community access road works. The researcher indentified key informants from the sample size mainly civil servants and Local Council Chairmen who were met at different places including homes and interviewed at different intervals. The unit of analysis was the individual. Each individual was considered as a data source. The sample size of 193 was based on a table designed by Krejcie and Morgan (1970) as cited by Sarantakos (2005) (**see Appendix 1**) and was modified as shown below.

Table 3.2: Illustrating criteria for sample size

Representative Population	Population frame (Category)	Accessible Population	Sample size	Rate %	Sampling Technique
Kabingo S/C	Civil Servants	10	10	100	Census
	Local Council Committees	50	44	88	Simple Random
	Opinion leaders	5	5	100	Census
Isingiro T/C	Civil Servants	18	18	100	Census
	Local Council Committees	40	36	90	Purposive
	District Contracts Committee	05	05	100	Census
	District Service Commission	05	05	100	Census
	Roads Management Committee	06	06	100	Census
	Opinion leaders	05	05	100	Census
Ngarama S/C	Civil Servants	10	10	100	Census
	Local Council Committees	50	44	88	Simple Random
	Opinion leaders	5	5	100	Census
Total		**209**	**193**		

Source: Isingiro District Local Government (2010)

3.3.2. Sampling techniques and procedures used in sample selection.

The study applied the two sampling designs of probability and non-probability sampling techniques as well as census. In probability sampling, the elements in the population have some known chance or probability of being selected as sample subjects. In this sampling design, Simple Random Sampling was used for selecting members of the Local Council Committees in Ngarama and Kabingo sub counties. As suggested by Best and Kahn (2003), the researcher gave a random number to every member of the accessible population and placed the numbers in a container. The numbers were then picked at random and the corresponding subjects were included in the sample. This method helped the researcher to give each element of the population an equal chance of being selected, which in turn helped to save time and eliminated bias. The selected respondents provided the researcher with the necessary information on motivation of Local Government Actors and roads service delivery in Isingiro district.

In non-probability sampling, the elements in the population do not have any probabilities attached to their being chosen as sample subjects (Sekaran, 2003). In this study, Purposive (judgment) Sampling was then used to select members of the Local Council Committees in Isingiro Town Council who participated in the study right from the village level up to the Town Council. The researcher got a list of the Local Council Chairmen in the Town Council and contacted them personally to participate in the study. The choice of the members was based on the perceived enlightened opinions and views of these members about the work of LGAs' in Isingiro district. The purposive samples were able to provide the desired specialized information since the local council representatives from the Town Council were averagely more educated, senior and well conversant with the study area.

According to Shepard and Greene (2003), a census is the procedure of systematically acquiring and recording information about all the members of a given population. In this study, Census was also used for the categories of civil servants working in the works sector in all the three sub counties given that their numbers were small. It was also used for the members of the District Contracts Committee, District Service Commission, Roads Management Committees and Opinion Leaders. This helped the researcher to get valuable views and opinions from all the Local Government Actors in the works sector in the area of study.

3.4. Data collection methods and instruments

The choice of method of collecting data is governed by the subject matter, the unit of inquiry and scale of survey (Kalton et al., 1979). For purposes of this study, data was collected using key informants interviews, questionnaires, observation and documentary analysis. Primary as well as secondary sources were used for data collection. Primary methods are those where first hand information (data) is got from the respondents and these included questionnaires and interviews. Secondary methods on the other hand include the written sources or already existing data from documents/reports. In this study, the research instruments that were used to collect the necessary information are self administered questionnaires, interview guide and observation checklist. The researcher also reviewed, analyzed and used the existing related literature.

3.4.1. Questionnaires

A questionnaire is a preformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives (Sekaran, 2003). The questioning method was used through well designed questionnaires to obtain useful information about the area of study. Questions were set to tap the dimensions and elements of the concept. Each question was carefully considered to

measure variables adequately. According to Kothari (2003), the questionnaire method always leads to low cost even when the study population is large and is widely spread geographically and it is free from bias of the interview.

In this study, Self Administered Questionnaires (SAQ) **(see Appendix 2)** were used given that they assisted the researcher to collect all the completed responses within a short period of time, (Sekaran, 2003). The researcher distributed the questionnaires and allowed time to the respondents to fill them. The filled questionnaires were collected on completion after two weeks. The questionnaire had both close ended and open ended questions. Close ended questions sought from the respondents to make choices among a set of alternatives given by the researcher. The 5-point Likert scale (strongly agree, agree, undecided, strongly disagree and disagree) was used to measure the strength of the answers given by the respondents. The questions helped the researcher to code the information easily for subsequent analysis. They helped the respondents to make quick decisions to choose among several alternatives before them (Sekaran, 2003). They were used to provide most of the quantitative data. The open ended questions were designed in such a way that they allow the respondents to give their own views than to adapt preconceived answers. This allowed respondents to express their views and opinions clearly. The researchers experience was that although questionnaires quicken the research process, some respondents hurriedly filled them with out deeply reflecting on the answers they were giving.

3.4.2. Interviews

An interview is an oral administration of an interview guide (Mugenda and Mugenda, 2003). Sekaran (2003) explains that interviewing is used to probe into the several factors or unclear issues in the situation that might be central to the broad problem area. In this method, data was collected in a face

to face interaction or by telephone or online. The method enabled the researcher to get attitudes of respondents and in-depth information about the area of study. The researcher used an interview guide as an instrument for data collection. Mugenda and Mugenda (2003) explain that an interview guide is a set of questions that the interviewer asks when interviewing. It makes it possible to obtain data required to meet specific objectives of the study. In this study, unstructured interview guide (**see Appendix 3**) was used given that it allows the interviewer to ask questions that are intended to lead the respondent towards giving data to meet the objectives of the study. Unstructured interviews are open and this makes it possible for the researcher to probe more to get deep information, (Mugenda and Mugenda, 2003). The researcher was able to ask questions and took notes during the interviews. The researchers experience was that interviews deeply enrich the study with relevant information that assists the researcher to probe further as well as draw conclusions. The challenge however was that some of the information given is subjective and at times misleading.

3.4.3. Observation

Observation was systematically used to observe and record what the researcher observed during data collection on a given phenomenon. This allows a researcher to spend time thinking about what is occurring rather than how to record it. Observation helped to promote accuracy of the study because of the attention that the researcher gave to the study. Through observations, data collection was generally more reliable and free from respondent bias as stated by Sekaran (2003). Mugenda and Mugenda (2003) state that observation check list enables the researcher to develop a detailed list of behaviors. Observation check list (**see Appendix 4**) was used to record specific issues that were observed during data collection. Non participant observation was conducted as it has the advantage of the researcher controlling the research and avoiding biases and prejudices of respondents as observed by Enon

(2002). The condition and the state of the roads in the district were observed. The on going services and activities on the district roads and community access roads were also observed. This provided useful data on service delivery. For example, this helped the researcher to confirm that the condition of roads was generally bad/poor. There were many potholes on most of the roads, the drainage system was poor, water was stagnant in the middle of some roads and the roads were generally narrow. However, the challenge associated with observation was that it was tiring and time consuming to move through the key roads in the study area to observe the actual condition of the roads.

3.4.4. Documentary analysis

This method involves deriving information through carefully studying written information from documents (Enon, 1998). A documents review check list was used in this study (**see Appendix 5**). The researcher utilized information gathered from district records such as The Final Report on the Review and Restructuring of Isingiro District Local Government (April 2006) and The District Annual Road Maintenance Work Plan for the Financial Year 2010/2011. Other available researched material from relevant bodies such as the Ministry of Local Government, Ministry of Works and Transport and Ministry of Public Service was also useful to the researcher. These helped to corroborate the information given by key informants and the District Administration. Secondary data was also collected from scholarly journals, abstracts, government documents, conference papers, published books and internet information from reliable sources.

3.5. Quality control

The quality of data was guaranteed through maintaining validity and reliability of instruments.

3.5.1. Reliability of instruments

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda, 2003). It is an important aspect of the questionnaire design. According to Golafshani (2003), Suskei (1996) a perfectly reliable questionnaire elicits consistent responses. Reliability implies the dependability and stability of the instruments. The reliability test used was the pre-test. The research instruments were piloted on a sample of 20 respondents working in the works sector in Mbarara district. Cronbach's alpha test for reliability was computed using Statistical Package for Social Sciences. Cronbach's Alpha is the reliability coefficient that indicates how well the items in a set are positively correlated to one another; the closer it is to1, the higher the internal consistency reliability (Sekaran, 2003). A high reliability (that is above 0.5) indicates that the instrument was reliable while the reverse indicates unreliability. The overall alpha for the research instrument was 0.904, which is very high and indicates strong internal consistency among the items in the variables under study. This meant that respondents who tended to select high scores for one item also tended to select high scores for the others; similarly, respondents who selected low scores for one item tended to select low scores for the other theme items. Thus, knowing the score for one variable value item would enable one to predict with some accuracy the possible scores for the other variables value items. The study supervisors reviewed the questionnaire to ensure that it was capable of getting the required data. A few questions were rephrased and incorporated by the researcher. The reliability coefficients of the variables computed were as follows;

Table 3.3: Showing Cronbach's Alpha test for reliability of research instruments

Number	Variable	Cronbach's Alpha	No. of Items
1	Rewards (Financial and non Financial)	0.904	29
2	Training and Re-training	0.902	7
3	Participation in decision making	0.905	7
4	Service Delivery	0.904	9
5	Personality Traits	0.905	8
	Average	0.904	

Source: Primary data

3.5.2 Validity of instruments

Validity refers to the ability of a research instrument to accurately, correctly, truthfully, meaningfully and rightfully gather data for which it is intended (Enon, 1998). It is the ability of an instrument to produce accurate results and to measure what it is intended to measure (Amin, 2005). Face validity was done by using people of diverse backgrounds and viewpoints to cross check whether questions in the research instruments match the difficult attributes of the variables and their indicators. The instruments were pretested after which the content validity was measured to establish how well the test items adequately cover the expected content universe. Content validity index was used to show the extent to which these scores adequately represent the content domain which they intend to cover. Validity was arrived at after calculating the Coefficient of Validity Ratio (CVR) as follows;

$$CVR = \frac{n - N/2}{N/2}$$

Where; **n** represents number of respondents saying yes to the validity of the instrument.

   N represents total number of respondents. Substituting in the formula; CVR was as follows:

CVR = $\dfrac{19-20/2}{20/2}$ = $\dfrac{9}{10}$ = 0.9

The above result of 0.9 meant that the instrument was valid given that when the CVR is above 0.6, then the instrument is accepted as valid (Kaplan and Saccuzzo, 2005).

3.6.   Procedure of data collection

The data instruments were prepared. After, letters of introduction and authorization to carry out research were obtained from UMI (**see Appendix 6 and 7**). Permission was then sought from the Ministry of Local Government and Isingiro District Local Government before the researcher started data collection in the research area. The next step was to administer the already pre-tested instruments to the sample subjects with the help of research assistants. One day training was conducted for data collectors and this enabled the researcher to collect reliable data. The responses from questionnaires were collected within a period of four weeks. This was after the researcher made vigorous follow-ups on the same. The researcher also made appointments with the interviewees and a conducive environment was sought for the interviews.

3.6.1. Measurement of variables

The data was measured using the nominal scale for data needing categorization, ordinal scale for that needing ranking and interval scales where the interval between any two points on the scale/responses needs to be established. The 5-point Likert scale (strongly agree, agree, undecided, disagree and strongly disagree) was used to measure variables i.e. motivation (Independent Variable) and roads service delivery (Dependent Variable). Further more, the role of personality traits of Local

Government Actors (Moderating Variable) were measured to establish its effect between motivation and roads service delivery.

3.7 Data management

After collecting data, it was edited and the blank spaces handled especially in the questionnaires. Data from interview and documentary review was interpreted so that it is properly coded. Categorization of the data was done according to variables so that items measuring particular concepts are grouped together. Negatively worded questions were reversed to follow similar directions with the rest.

3.7.1. Entering data

Raw data was manually keyed into the computer software called The Statistical Package for Social Sciences (SPSS) Data Editor. Here all the contents of the data file were viewed, and the missing values appeared with a period (dot) in the cell. The necessary deletions and additions were made to the data, and the new categorized variables were computed using the compute dialog box. The missing values, the recodes and the computing of the new variables were taken care of before data analysis.

3.7.2 Data analysis

Data analysis is the process of bringing order, structure and meaning to the mass of information collected (Barifaijo et al., 2010). Data was compiled, sorted, classified, coded, edited and analyzed using SPSS version for windows. The researcher used this method of analysis because it was faster and appropriate to code information. Data analysis consisted of examining the Questionnaires for correctness and completeness. Quantitative data was analyzed using descriptive statistics (measures of central tendency and dispersion- the mean, range mode, median and standard deviation) to establish the reaction to items in the questionnaire and how good the items of measure are. Frequency

distribution of the nominal variables was obtained. Tables were used to present the results. Correlation and Regression analyses were also carried out to determine the relationship and influence of the Independent Variable on the Dependent Variable.

Pearson's Correlation was used to analyze the degree of relationship between two variables. The correlation is derived by assessing the variations in one variable as another variable also varies (Sekaran, 2003). Correlation is measured in terms of correlation coefficient r. It ranges between -1 and +1, the two extreme values signifying perfect negative and perfect positive correlation respectively. The significance and size of the correlation coefficients were established to respectively give an indication of the strength and magnitude of the relationship between two variables. The sign of r shows the direction of the relationship between two variables. In a positive correlation, as one variable increases, the other also increases while in a negative correlation as one variable increases, the other decreases. A correlation of 1.00 (or -1.00) indicates that the data points fit perfectly on a straight line. A correlation of 0.00 indicates that there is no linear relationship whatsoever. Values between 0 and 1.00 indicate immediate degrees of relationship between the variables (Gravetter and Forzano, 2009).

Inferential analysis was then done to draw inferences about the population, based on data collected from the sample. This was done using regression analysis techniques and Analysis of Variance – (ANOVA). Regression analysis was carried out to determine whether there were any statistical relationships between the independent (motivation) and dependent variable (service delivery) to establish the extent to which motivation impacts on service delivery. There are two types of regression namely simple regression where the researcher is dealing with only one independent variable and one dependent variable and multiple regressions where a group of variables together predict a given dependent variable.

Regression analysis was used to determine the sign and magnitude of Beta coefficients (β) which indicate the nature of the relationship and how the Independent Variable impacts on the Dependent Variable. The relationship between the independent and dependent variables was further established through determination of the coefficient of determination (R^2) and the F- statistic obtained through the Analysis of Variance –ANOVA (Sarantakos, 2005). The R^2 refers to the amount of variation in the dependent variable that is explained by the independent variable. The proportion that can not be explained by the variable is then obtained as $1- R^2$ or in terms of percentages as $(1- R^2)$ x 100. The F – statistic tells the researcher whether one or more of the independent variable significantly predicts the dependent variable at the selected probability level (Mugenda and Mugenda, 1999).

The final part of the data analysis involved testing for the significance of the findings. The level of significance is defined as a measure of the extent to which the findings of the study reflect the actual situation in the target population (Sarantakos, 2005). There is a probability of obtaining the test statistic having occurred by chance alone (or P- value) which is usually 0.05 (5%) or lower at 0.01 (1%). This is considered as an indicator of a statistically significant relationship, which implies that the researcher should reject the null hypothesis (Ho), or accept the alternative hypothesis (Ha). A Probability value (P – value) higher than 0.05 indicates that the relationship is not statistically significant which implies that the null hypothesis should be accepted and the alternative hypothesis rejected. The use of a low significance level of 0.05 was on the basis that the sample comprised of heterogeneous strata and this variability in the measurements from strata to strata.

Data was also qualitatively studied and attempts were made to try to establish patterns, trends and relationships from the information gathered.   Qualitative analysis was used on data from interviews,

observation and documentary review. The researcher used this method to analyze data because it was more appropriate to handle data from interviews. The researcher first organized data from the field, sorted it according to the research objectives and hypotheses, irrelevant responses were removed. Themes were developed and they assisted the researcher to sieve data and get information that is relevant to the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents results of the study in relation to the study objectives, research questions and hypotheses. The researcher set out to examine the relationship between motivation of Local Government Actors and roads service delivery. The researcher presented data under different themes and sub themes beginning with the description of background variables; how the dependent variable varies with the background variable and verification of hypotheses. This chapter basically reports what the researcher found in the field and it is directed towards the achievement of the study objectives. The findings are presented using descriptive statistics to describe the basic features of data providing simple summaries, tables of frequencies and percentages. Analytical data procedures were applied such as correlation analysis using the Pearson correlation coefficient and regression in order to determine the relationship and influence between the key variables of motivation and roads service delivery.

4.1 Response rate

The response rate refers to the actual number of respondents that returned answered questionnaires compared to the number of the respondents sampled. The response rate according to Denison (1996) should be positive enough and at least 50% in order for the views raised to be representative of the area of study. The response rate can be determined by;

Total response rate   = <u>Total number of respondents</u>   X 100

                         Total number in the sample (ineligible)

Total response rate = (140/193) X 100 = 72.5%

As can be analyzed in the table 4.1 below, the response rate for this study was 72.5%. This implies

that there was adequate participation by all Local Government Actors in the works sector hence an

appropriate response rate.

Table 4.1: Showing response rate

Sub County	Category	Population	Sample size	Returned	Rate %
Kabingo	Civil Servants	10	10	10	100
	Local Council Committees	50	44	35	79.6
Isingiro Town Council	Civil Servants	18	18	12	66.7
	Local Council Committees	40	36	25	69.4
	District Contracts Committee	05	05	5	100
	District Service Commission	05	05	5	100
	Road Management Committee	06	06	6	100
Ngarama	Civil Servants	10	10	10	100
	Local Council Committees	50	44	22	50.0
	Opinion leaders	15	15	10	66.7
	Total	209	193	140	72.5 %

Source: Primary data

The research topic generated interest among the respondents in that most of them participated fully.

This was attributed to the fact that the roads sub sector affects a cross section of citizens in the district

and is one of the priority programme areas. This also indicated that Local Government Actors are

affected by the existing inadequacies in their motivational levels.

4.2 Sample characteristics

In research, sample characteristics represent the features of a sample or a given population under study

such as age, sex, marital status, level of education and working experience. The background

information was coded to understand the nature of the respondents. It is very important to understand

the nature of the respondents because it gives a deeper understanding of any given research. This helped the researcher to know the extent to which the respondents' possess acquaintance with the study area. The characteristics of the respondents investigated under this study ranged from the level of education, whether one is appointed or elected and the length of service. Such information may be useful for future use. Table 4.2.1 below presents the demographics of the sample in tabular form.

4.2.1 Level of education of the respondents

Responses on the level of education of respondents' are summarized in the table 4.2.1 below.

Table 4.2.1: Distribution of respondents by level of education

	Frequency	Percent (%)
Primary	10	7.1
Secondary	15	10.7
Certificate	33	23.6
Diploma	42	30.0
Bachelors	31	22.1
Masters	9	6.4
Total	140	100.0

Source: Survey data

From table 4.2.1, majority (30%) of the respondents had attained diplomas, 23.6% of the respondents had attained certificates, while 22.1% of the respondents had attained Bachelors Degrees, 10.7% of the respondents had attained secondary education, 6.4% of the respondents had attained Masters and 7.1% had attained Primary Education. The statistics in this table clearly reflects the true picture on the ground where majority of the local government actors in the works sector are Local Council executives, councillors, Parish and Sub County Chiefs who usually have minimum qualifications of a certificate and above and these constitute 82.1% of the total respondents. It should be noted that to a large extent, an individual's level of education determines ones remuneration (salary, allowances and

other packages) in the district local government. More so, more educated employees always want their contribution to be taken seriously so that it attracts better rewards.

4.2.2 Working experience of the respondents

Responses on the working experience of respondents are summarized in the table 4.2.2 below.

Table 4.2.2: Distribution of respondents by the years served with the local government

	Frequency	Percent (%)
Less than a year	10	7.2
Between 1-3 years	40	29.0
Between 4-6 years	25	18.1
Over 6 years	63	45.7
Total	138	100.0

Source: Survey data

From table 4.2.2, the majority (45.7%) of the respondents had over 6 years of experience with the local government, while 29.0% of the respondents had between 1 to 3 years of experience and 18.1% of the respondents had working experience of 4 to 6 years. This finding implies that Local Government Actors in Isingiro district lack the requisite experience in the management of roads since the majority of the respondents (54.3%) have experience of less than 6 years. The lack of experience could be partly responsible for the low quality of services being delivered in the district. This was found to be consistent with the fact that Isingiro district has been recruiting new officers given that it is only five years old having been created in 2005 out of Mbarara district.

4.3 Rewards to Local Government Actors and Roads Service Delivery

4.3.1. Income and job type of the respondents

Responses on the income and job type of the respondents' are summarized in the table 4.3.1 below.

Table 4.3.1: Distribution of respondents' income and type of job

	Elected		Appointed		Total	
	Frequency	**Percent (%)**	**Frequency**	**Percent (%)**	**Frequency**	**Percent (%)**
Below 150,000	12	8.9%	27	20.0%	39	28.9%
150,000-300,000	39	28.9%	8	5.9%	47	34.8%
300,000-450,000	19	14.1%	2	1.5%	21	15.6%
450,000-600,000	13	9.6%	1	.7%	14	10.4%
600,000-750,000	6	4.4%	0	.0%	6	4.4%
750,000-900,000	4	3.0%	0	.0%	4	3.0%
900,000-1,050,000	3	2.2%	0	.0%	3	2.2%
Over 1,050,000	1	.7%	0	.0%	1	.7%
Total	**97**	**71.9%**	**38**	**28.1%**	**135**	**100.0%**

Source: Survey data

From table 4.3.1, the majority (71.9%) of the respondents were elected workers while 28.1% of the respondents were appointed workers in the district. Table 4.3.1 also indicates that the majority (63.7%) of local government actors earn a monthly pay of less than Uganda shillings 300,000 with the elected workers comprising of 37.8% while appointed workers comprise (25.9%). 26.0% of the respondents earn between Uganda Shillings 300,000 to 600,000 and only 2.9% of the respondents earn above 900,000 shillings. This could be attributed to lack of adequate resources both at the national and local levels as well as the low levels of education of most of the LGA. This finding implies that majority (89.7%) of the Local Government Actors in the works sector in Isingiro district are poorly remunerated as they earn less than Uganda Shillings 600,000 which is considered to be a fair monthly pay and yet are meant to oversee implementation of projects worth millions of shillings in the roads sector of the district. This finding relates to wages/salaries of all civil servants working in the District

Local Governments in the country. It explains why the level of service delivery in the works sector in Isingiro district is minimal and why some project supervisors are tempted to get involved in cases of corruption due to poor remuneration.

4.3.2 Perceptions of satisfaction with financial rewards

UNDP (2010) asserts that, linking pay to objective performance measures may potentially improve workers' revenues, motivation and results, especially in contexts where general wage increases are difficult to envisage, and improving roads service delivery is a concern. Since Local Government Actors in Isingiro district play a significant role in local government service delivery, the respondents were asked about their satisfaction with financial rewards (salary) in relation to service delivery. Their responses are summarized in table 4.3.2 below.

Table 4.3.2: Showing response rates on perceptions of satisfaction with the pay

	strongly disagree	disagree	undecided	agree	strongly agree
My pay is adequate and meets my basic needs	92(66.7%)	43(31.2%)	1(0.7%)	2(1.4%)	
Compared to my skills, qualifications and working experience the pay is satisfactory	73(53.3%)	54(39.4%)	3(2.2%)	4(2.9%)	3(2.2%)
My pay is related to my work load, effort, loyalty, flexibility and determination I devote to my work	68(49.3%)	58(42.0%)	1(0.7%)	8(5.8%)	3(2.1%)
My pay is good in relation to the cost of living, and the economic situation of the country	79(57.2%)	47(34.1%)	2(1.4%)	9(6.5%)	1(0.7%)
My pay is low compared to the position I hold	7(5.1%)	4(2.9%)	1(0.7%)	31(22.5%)	95(68.8%)

Source: Survey data

From table 4.3.2 above, 97.2% of the respondents disagreed that their pay is adequate and it meets their basic needs; 92.7% of the respondents also disagreed that compared to their skills, qualifications

and working experience their pay is satisfactory; 91.3% of the respondents disagreed that their pay is related to their work load, effort, loyalty, flexibility and determination to deliver a high level of service; 91.3% of the respondents disagreed that their pay is related to the cost of living and the economic situation of the country to deliver a high level of service and 91.3% of the respondents disagreed that their pay is low in relation to their positions at work. This is an indication that Local Government Actors in Isingiro district, to a greater extent are not generally satisfied with the monthly financial rewards they receive in execution of their duties in the works sector. The was attributed to poor financial rewards in form of salaries as observed by one of the respondents at the management level in the Department of Works and Technical Services in Isingiro district who said,

> *"the causes of poor motivation in the department are associated with lack of adequate facilitation/resources and poor pay to staff giving an example that a net salary pay of Uganda Shillings 480,000 per month (which is equivalent to about US$213) for a Superintendent of Works is insufficient to enable him meet the ever increasing cost of living".*

This implied that challenges associated with poor pay in Isingiro district could explain the poor levels of service delivery in the works sector.

Table 4.3.3: Showing response rates on perceptions of satisfaction with incentives/bonuses

	strongly disagree	disagree	undecided	agree	strongly agree
Whenever I am on duty for long hours I am paid overtime.	83(60.1%)	32(23.2%)	1(0.7%)	17(12.3%)	5(3.6%)
I'm given cash bonuses whenever I perform my duties satisfactorily.	70(50.7%)	42(30.4%)	4(2.9%)	18(13.0%)	4(2.9%)
I get salary increments every year.	50(36.5%)	34(24.8%)	6(4.4%)	36(26.3%)	11(8.0%)
I am always given per diem whenever I travel out of station on duty	34(24.8%)	29(21.2%)	7(5.1%)	53(38.7)	14(10.2%)
There are pension arrangements for me by the local government	42(30.4%)	17(12.3%)	13(9.4%)	39(28.3%)	27(19.6%)
There is a fair balance between what I put in my work and what I get or receive in return from work	50(36.2%)	53(38.4%)	7(5.1%)	18(13.0%)	10(7.2%)

Source: Survey data

From table 4.3.3 above, majority (83.3%) of the respondents disagreed that they are paid overtime allowances when they work for long hours, 81.1% of the respondents also disagreed that they are given cash bonuses whenever they perform their duties satisfactorily, 61.3% of the respondents disagreed that they always receive yearly salary increments probably due to the fact that they included members of the lower Local Council executives who do not earn a salary and 74.6% of the respondents disagreed that there is a fair balance between what they put in their work and what they get or receive in return from work. However, majority (48.9%) of the respondents agreed that they are always given per diem whenever they travel out of station on duty. 47.9% of the respondents also agreed that there are pension arrangements for them by the District Local Government. This was attributed to the fact that confirmed district employees who leave the service under pensionable circumstances are entitled to a pension according to their salary scales and job titles as provided for in the Pensions Act Cap 286.

From the above table 4.3.3, it can be observed that Local Government Actors in Isingiro district, to a greater extent are not satisfied with the incentives/bonuses given to them in execution of their duties in the works sector. The low levels of satisfaction with incentives/ bonus payments coupled with low satisfaction with monthly payments explains why there is low quality of service delivery in the works sector within the district and generally the entire country. This trend could be attributed to the Chief Administrative Officer's observation that local government's revenues are low to facilitate payment of allowances to staff.

Table 4.3.4: Respondents' perception of satisfaction with special allowances

	strongly disagree	disagree	undecided	agree	strongly agree
Allowances in LG are determined by the position one holds	10(7.2%)	10(7.2%)	3(2.2%)	65(47.1%)	50(36.2%)
I'm paid monthly housing allowance.	86(62.3%)	27(19.6%)	4(2.9%)	16(11.6%)	5(3.6%)
I'm paid transport allowance and this motivates me to perform better.	48(34.8%)	26(18.8%)	6(4.3%)	51(37.0%)	7(5.1%)
I'm paid medical allowance and this motivates me to deliver better services.	83(60.1%)	39(28.3%)	3(2.2%)	8(5.8%)	5(3.6%)
I'm paid lunch allowance and this motivates me to deliver better services.	56(40.9%)	31(22.6%)	5(3.6%)	39(28.5%)	6(4.4%)
I'm motivated by special allowances.	40(29.2%)	35(25.5%)	7(5.1%)	31(22.6%)	24(17.5%)

Source: Survey data

From table 4.3.4 above, majority (81.9%) of the respondents disagreed that they are paid monthly housing allowance, 53.6% of the respondents also disagreed that they are paid transport allowance and this motivates them to perform better, 88.2% of the respondents further, disagreed that they are paid medical allowance and this motivates them to deliver better services and 63.5% of the respondents disagreed that they are paid lunch allowance and this motivates them to deliver better services. This

implies that Local Government Actors in Isingiro district, to a greater extent are not satisfied with the special allowances they receive in execution of their duties in the works sector because the aggregate majority are never satisfied or motivated with the amount of special allowances they receive. For example, transport allowance of Uganda shillings 45,000 for each member of staff at the district headquarters per month is considered to be inadequate. This finding clearly explains why there is low quality of service delivery in the works sector in Isingiro district. However, from table 4.3.4, the single majority (83.3%) of the respondents agreed that allowances in local government are determined by the position one holds. This implies that officers in the higher positions in the district are better remunerated and facilitated to do their work than those at the lower levels. This explains why there were more complaints of poor facilitation among the lower LGA than in the upper positions in the district.

4.3.3 Motivating Local Government Actors through Non Financial Rewards and Roads Service Delivery

Table 4.3.5: Showing response rates to questions on perceptions of satisfaction with promotion

	strongly disagree	disagree	undecided	agree	strongly agree
The local government sets clear criteria for promotions, based on merit and transparent procedures	19(13.8%)	27(19.6%)	11(8.0%)	59(42.8%)	22(15.9%)
Promotion is based on performance in Local Governments	24(17.5%)	34(24.8%)	11(8.0%)	55(40.1%)	13(9.5%)
I value promotions and they motivate me	13(9.4%)	22(15.9%)	5(3.6%)	57(41.3%)	41(29.7%)
Good performers are recognized and promoted	21(15.2%)	30(21.7%)	9(6.5%)	56(40.6%)	22(15.9%)
The criterion for promotion is fair in Local Government	23(16.7%)	37(26.8%)	14(10.1%)	50(36.2%)	14(10.1%)
Promotions in Local Governments are rare	15(10.9%)	37(27.0%)	6(4.4%)	57(41.6%)	22(16.1%)

Source: Survey data

From table 4.3.5 above, majority (58.7%) of the respondents agreed that local government sets clear criteria for promotions based on merit and transparency, 49.6% of the respondents also agreed that promotion is based on performance in the Local Governments, 71.0% of the respondents further agreed that they value promotions and that they motivate them to perform better, 56.5% as majority of the respondents agreed that Isingiro District Local Government recognizes and promotes good performers and 46.3% as majority of the respondents also agreed that the criteria for promotion is fair in Local Government. This was attributed to the fact that promotion is one of the ways a Local Government can fill a vacant post by appointing a qualified officer to a higher office which is graded in a higher rank hence motivating the officer.

All such positive responses by the majority of respondents reflect that non-financial rewards promote motivation that eventually contributes positively to service delivery. Therefore, in order to ensure sustainable provision of high quality service delivery, local governments must set clear criteria for promotion based on performance which motivates workers, recognize better performers and continue with promotions as they satisfy and motivate workers for effective service delivery to communities.

Table 4.3.6: Response rates on perceptions of satisfaction with working conditions, responsibility and recognition

	strongly disagree	disagree	undecided	agree	strongly agree
My Supervisors are supportive, help me to understand my work and this motivates me to deliver services better.	15(10.8%)	9(6.5%)	6(4.3%)	78(56.1%)	31(22.3%)
There are good working conditions (health and safety) that motivate me to deliver better services	26(18.7%)	44(31.7%)	8(5.8%)	48(34.5%)	13(9.4%)
I am always given responsibility (feeling that the work is important and having control over my own resources)	12(8.6%)	15(10.8%)	10(7.2%)	80(57.6%)	22(15.8%)
Recognition is regularly done and this raises my morale to deliver better services	15(10.8%)	43(30.9%)	9(6.5%)	54(38.8%)	18(12.9%)
I am given challenging work and opportunities for advancement	13(9.4%)	39(28.1%)	11(7.9%)	63(45.0%)	13(9.4%)
Job security at the workplace is guaranteed and this motivates me to work better	22(15.8%)	40(28.8%)	10(7.2%)	46(33.1%)	21(15.1%)

Source: Survey data

From table 4.3.6 above, majority (78.4%) of the respondents agreed that their supervisors are supportive, help them to understand their work and this motivates them to deliver better services, 73.4% of the respondents also agreed that they are always given responsibility (feeling that the work is important and having control over my own resources), 51.7% of the respondents further agreed that recognition is regularly done and this raises their morale to deliver better services while 54.4% of the respondents agreed that they are given challenging work and opportunities for advancement and 48.2% of the respondents agreed that Job security at their workplace is guaranteed and this motivates them to work better. However, majority (50.4%) of the respondents disagreed that there are good working conditions (health and safety) that motivate them to deliver better services in the works sector in Isingiro district. This was attributed to the fact that Isingiro district does not have any modern health

69

facility or even a district hospital to address health issues of staff. There are also challenges associated with lack of good facilities, clean water, accommodation, transport, reliable electricity and schools for children of staff in the district. Although to a large extent LGA in Isingiro district are motivated by supportive supervisors, recognition, challenging work and opportunities for advancement and job security, the working conditions remain relatively poor in the works sector in the district and this explains the poor levels of service delivery.

4.3.4 Summary on Relationship between Rewards to LGA and Roads Service Delivery

Further, statistical analysis using correlation coefficient and regression analysis was done to identify how rewards to Local Government Actors are related to roads service delivery in the works sector of Isingiro district. In this study, rewards were broken down into financial (salary, bonuses and special allowances) rewards and non-financial (promotion and working conditions, recognition and responsibility) rewards.

The findings from the correlation coefficients are summarized in table 4.3.7 below:

Table 4.3.7: Correlation coefficients showing the relationship between financial and non financial rewards and the level of roads service delivery

	Salary	Bonus	Special Allowances	Promotion	Work conditions	Service delivery
Salary	1					
Bonus	.901**(p<0.01)	1				
Special Allowances	.874**(p<0.01)	.960**(p<0.01)	1			
Promotion	.785**(p<0.01)	.838**(p<0.01)	.860**(p<0.01)	1		
Work conditions	.765**(p<0.01)	.827**(p<0.01)	.852**(p<0.01)	.984**(p<0.01)	1	
Service delivery	.840**(P<0.01)	.933**(p<0.01)	.939**(p<0.01)	.846**(p<0.01)	.836**(p<0.01)	1

**Correlation is significant at 1% level of significance (2-tailed)

Results from table 4.3.7 above indicate that there is a strong and significant positive relationship between monthly financial payments (salary) and roads service delivery(r=0.840, p<0.01) since the p-value of 0.000 is less than 0.01 at 99% confidence interval. This implies that holding other factors constant, the higher the financial payments (salary) to the Local Government Actors, the greater will be the expected level of quality roads service delivery in the works sector in Isingiro district and vice versa.

Further more the table shows that there is a strong and positive relationship between bonus payments and service delivery(r=0.933, p<0.01) since the p-value of 0.000 is less than 0.01 at 99% confidence interval. This implies that holding other factors constant, the higher the motivation of an employee the

higher the level of service delivery and the greater the bonus payments of Local Government Actors to offer a high level of service delivery in the works sector in Isingiro district and vice versa.

More so from the table 4.3.7, there is a strong and positive relationship between special allowance payments and service delivery(r=0. 939, p<0.01) since the p-value of 0.000 is less than 0.01 at 99% confidence interval. This implies that holding other factors constant, the higher the special allowances to the employee, the higher the level of motivation leading to improved roads service delivery in the works sector in Isingiro district and vice versa.

From the same table 4.3.7, it also shows that there is a strong and positive relationship between promotions and the level of service delivery(r=0.846, p<0.01) since the p-value of 0.000 is less than 0.01 at 99% confidence interval. This implies that holding other factors constant, the more the promotions to the Local Government Actors, the higher the motivation and level of roads service delivery in the works sector in Isingiro district and vice versa.

Table 4.3.7 also shows that there is a strong and positive relationship between work conditions, responsibility and recognition and the level of service delivery (r=0.836, p<0.01) since the p-value of 0.000 is less than 0.01 at 99% confidence interval. This implies that holding other factors constant, the better the working conditions of Local Government Actors, the higher level of motivation to deliver better services and vice versa.

From table 4.3.7 the overall relationship (correlation) between rewards (financial and non-financial rewards) and roads service delivery was found to be positive and significant and can again be summarized as shown in table 4.3.8 below.

Table 4.3.8: Correlation coefficient showing the relationship between rewards and the level of roads service delivery

Correlations			
		Rewards	Service delivery
Rewards	Pearson Correlation	1	.902[**]
	Sig. (2-tailed)		.000
	N	140	140
Service delivery	Pearson Correlation	.902[**]	1
	Sig. (2-tailed)	.000	
	N	140	140
**. Correlation is significant at the 0.01 level (2-tailed).			

In the final analysis, table 4.3.8, shows that there is a strong and significant positive relationship between rewards (financial and non-financial) and the level of service delivery (r=0.902, p<0.01) since the p-value of 0.000 is less than 0.01 at 99% confidence interval. Therefore better rewards are positively related with quality service delivery in local governments. This implies that when other management factors are favorable in local governments, improvement in rewards to Local Government Actors promotes (stimulates) motivation that leads to delivery of high quality services to communities and vice versa. This is attributed to the majority of young respondents who are largely focusing on developing themselves.

4.3.5 Regression for Rewards to LGA and Roads Service Delivery in the works sector

Since the correlation results between rewards and roads service delivery were found to be positive and significant, the researcher non-the-less wanted to confirm the influence (effect) of rewards to LGA on service delivery. This was done by running a regression analysis and the results are summarized in the table 4.3.9 below.

Table 4.3.9: Regression analysis between rewards and roads service delivery

		Coefficients[a]				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.755	.092		8.230	.000
	Rewards	.782	.032	.902	24.475	.000
a. Dependent Variable: Level of service delivery						

The multiple regression results confirmed a positive and significant influence of rewards to LGA on roads service delivery in the works sector in Isingiro district, with a $\beta = 0.902$ at 95% of confidence. This implies that a unit increase in the local government actors' rewards will significantly increase the level of service delivery by 0.902 units or an increase in rewards to LGA by 100% leads to an improvement in the level of service delivery by 90.2%. Thus the influence of rewards on roads service delivery in the works sector in Isingiro district can be expressed as a regression model as follows. $Y = 0.755 + 0.902_{rewards}$. Alternatively, $Y = 0.755 + 0.902 R$, Where Y= Service Delivery and R= Rewards.

This implies that if other factors are constant and favorable, an improvement in rewards of the employee serves as a motivator to positively and significantly contribute to high level of quality service in the works sector in Isingiro district and vice versa. This is attributed to the age and salary levels of the respondents.

From table 4.3.8 and 4.3.9, findings concur with the hypothesis that:

Ho: Rewarding Local Government Actors has a significant positive influence on roads service delivery was substantiated and the null hypothesis accepted. The researcher therefore concludes that rewarding of LGA positively and significantly influences roads service delivery in the works sector.

The above findings were supported by qualitative data collected from majority of key informants among Local Government Actors in the works sector in Isingiro district who pointed out that local government actors are poorly motivated, have poor pay, poor working conditions and inadequate facilitation to deliver better services in the works sector in Isingiro district. Some of the reasons for explaining the low levels of motivation in the works sector in Isingiro district among other factors include lack of sufficient funds to motivate its employees, given that it largely depends on the central government for funding yet most of the funds are conditional grants whose inflow is irregular. To substantiate on this situation of insufficient funds and low levels of motivation, a respondent who was interviewed from the District Service Commission explained,

> *"The issue of poor motivation runs through the whole of the Public Service in Uganda and this explains why there is rampant corruption, mismanagement and poor service delivery. Even what government pays us is peanuts and most of the time has to be supplemented from own resources to do district activities which amounts to subsidizing government to some extent at an individual level. Apart from the District Service Commission Chairman who is paid a salary, the rest of the members receive some allowances and a monthly retainer pay of Uganda*

Shillings 50,000 that is also subjected to 30% tax by the district local government. This payment is considered to be minimal compared to the work input and the cost of living".

This is in line with empirical study findings by Adams (1965) who noted that when an employee feels underpaid, he/she will be prone to feelings of disaffection and demotivation and this affects service delivery. In Isingiro district, there were complaints from lower level Local Government Actors that whereas the top level officers in the district are well facilitated to do the work, at their level, they receive minimal facilitation. For example, only the Local Council 111 Chairman is paid a salary. The rest do not earn a salary and only a few can access allowances. This has largely contributed to the deterioration of public service delivery in the district to the extent that they even rarely convene meetings at village, parish and sub county levels to review the state of affairs in their areas.

Further from the study, it was evident that in Isingiro district there are rare chances of promotion given that the current local government structure limits upward movement of officers in terms of hierarchy. The situation is even made more complicated by lack of basic facilities like safe and clean water, good schools, housing, transport, roads etc, in the district. This has made it difficult to attract qualified workers and motivate them to stay and work in the district. For example, for the last five (5) years, the district has failed to recruit or attract a qualified District Engineer or Deputy District Engineer to head the works department.

The researcher also observed that generally, local government actors in Isingiro district have a habit of reporting late for work and tend to leave offices early. Another interviewed respondent in the works sector attributed this situation to low levels of motivation. He pointed out,

"*Majority of the officers appear in offices mostly on Tuesday, Wednesday and Thursday. Anybody wishing to transact official business at the district has either to fit in their schedule of work or seek for*

an appointment in advance. This is due to the fact that officers have to get time to balance their work with other sources of income in order to make ends meet".

This was an indication that the level of motivation among Local Government Actors in Isingiro district is generally low and this explains the low level of service delivery.

In conclusion, rewards and services delivery in local governments were found to have a significant positive relationship and that rewards positively and significantly impact on service delivery such that when rewards are better, service delivery improves and when rewards are low and poor, delivery of services becomes poor.

4.4 Training and Re-training of Local Government Actors and Roads Service Delivery

Table 4.4.1: Respondents' perception of satisfaction with training and re-training

	strongly disagree	disagree	undecided	agree	strongly agree
There is awareness about existing training programs for staff in the district	17(12.3%)	24(17.4%)	10(7.2%)	63(45.7%)	24(17.4%)
There are training opportunities offered and this motivates me to deliver services	21(15.2%)	35(25.4%)	10(7.2%)	54(39.1%)	18(13.0%)
The nature of my workload pressures and worker's perceived freedom, permit me to go for training	15(10.9%)	32(23.2%)	7(5.1%)	62(44.9%)	22(15.9%)
There is top encouragement to go for training, participation in seminars, workshops and conferences and this motivates me to work harder.	13(9.4%)	22(15.9%)	7(5.1%)	69(50.0%)	27(19.6%)
The criteria for selecting participants for training is fair and acceptable	26(19.0%)	32(23.4%)	10(7.3%)	53(38.7%)	16(11.7%)
During training we are provided with good training environment, and effective communication skills and this motivates me to ask for more training opportunities	19(13.8%)	22(15.9%)	14(10.1%)	55(39.9%)	28(20.3%)
Knowledge and skills gained from training are applicable to my work and enhance my capacity to deliver better services.	13(9.5%)	11(8.0%)	8(5.8%)	59(43.1%)	46(33.6%)

Source: Survey data

From table 4.4.1 above, majority (63.1%) of the respondents agreed that there is awareness about existing training programs for staff in Isingiro district; 69.6% of the respondents also agreed that there is top management encouragement to go for training, participation in seminars, workshops and conferences and this motivates them to work harder; 50.4% of the respondents further agreed that the

78

criteria for selecting participants for training is fair and acceptable; 60.2% of the respondents more so agreed that during training they are provided with good training environment, and effective communication skills and this motivates them to ask for more training opportunities and 76.7% majority of the respondents agreed that the knowledge and skills gained from training are applicable to their work and enhance their capacity to deliver better services. It can therefore be observed that LGA in Isingiro district, to a greater extent are motivated by the available training and re-training opportunities in execution of their duties in the works sector.

4.4.2: Correlation Analysis between Training and Re-training and Roads Service Delivery

Further more, statistical analysis using correlation coefficient and regression analysis was done to assess the relationship and effect of training and re-training of Local Government Actors on roads service delivery in the works sector of Isingiro district. The findings are summarized in table 4.4.2 below:

Table 4.4.2: Correlation matrix between training and re-training and roads service delivery

Factor	Training and re-training	Level of service delivery
Training and re-training	1	.828** (p<0.01)
Level of service delivery	.828** (p<0.01)	1

**Correlation is significant at 1% level of significance (2-tailed)

The results from the above table 4.4.2 indicate that there is a strong and significant positive relationship between training and re-training and the level of service delivery(r=0.828, p<0.01) since the p-value of 0.000 is less than 0.01 at 99% confidence interval. This implies that if other factors are stable and favorable, an improvement in training and re-training of the employee serves as a motivator

to positively and significantly contribute to high level of quality service in the roads sub-sector in Isingiro district and vice versa.

4.4.3 Regression for Training and Re-training of LGA and Roads Service Delivery in the works sector

Since the correlation results between training and re-training and service delivery were positive and significant, the researcher wanted to confirm their effect (impact) on service delivery using regression analysis. This was done by running a regression analysis whose results are summarized in the table 4.4.3 below.

Table 4.4.3: Showing the coefficients of regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.571	.114		5.027	.000
	Training and re-training	.353	.146	.374	2.426	.017
	At 5% level of significance (2-tailed)					

a. Dependent Variable: the level of service delivery

The multiple regression results confirmed a positive and significant effect of training and re-training of LGA on roads service delivery in the works sector in Isingiro district, with β= 0.374 at 95% of confidence (significant with P= 0.017<0.05). This implies that a unit increase in the Local Government Actors' training and re-training will significantly increase the level of service delivery by 0.374 units. Thus the effect of training and re-training on service delivery in the works sector in Isingiro district can be expressed as a regression model as follows: $Y = 0.571 + 0.374_{\text{Training and re-training}}$.

This implies that if other factors are favorable, an improvement in training and re-training of the employees serves as a motivator to positively and significantly contribute to high level of quality service (37.4%) in the roads sub-sector in Isingiro district and vice versa.

From table 4.4.3, the hypothesis that:

Ho: Training and re-training of Local Government Actors has no significant influence on roads service delivery, was not substantiated and the null hypothesis was rejected. The researcher therefore concludes from the findings that training and re-training of LGA has a positive and significant influence on roads service delivery in the works sector.

The above findings were supported by qualitative data which indicated that, Isingiro district local government has a training and re-training policy and has been organizing and sponsoring its officers to attend short management courses (not exceeding nine months) for purposes of motivating them to deliver better services. Staff training is systematically planned and implemented. The district has also been organizing some seminars and workshops for local government actors. On-job training has also been given prominence and attention. However, one of the respondents interviewed at the management level in the district pointed out,

"The number of those who are selected to go for training is limited by the amount of resources available and usually the district training committee selects six candidates from all sectors in the district per year to go for training in short courses (not exceeding nine months). This is a small number compared to the number of employees in all sectors of the district who want to go for training".

It was also established that the process of identifying officers to go for training is not transparent in Isingiro district as was explained by a respondent from the Department of Works and Technical Services who had this to say:

" staff from the department have not benefited from training programmes sponsored by the district given that the few training slots are usually taken by staff in the Department of Administration and Finance since they are the ones that decide who should go for training".

From this study, it was evident that the demand for training in the district is so high to the extent that some officers sponsor themselves for courses given that in most cases, training is used as a basis for promotion which in turn motivates officers to deliver better services. A respondent from Ngarama Sub County observed that officers get motivated when they get free training or get some sponsorship for personal development. However, after training some officers tend to look for jobs in other places that offer better terms and conditions of work. In the final analysis, it can therefore be concluded from this study that, opportunities for training of Local Government Actors in the works sector positively and significantly affect service delivery, yet in Isingiro district they have remained at a minimal level which largely explains why services delivered in the works sector are poor.

4.5 Participation of Local Government Actors in Decision Making and Roads Service Delivery

Table 4.5.1: Showing responses to questions on the perceptions of satisfaction with participation in the decision making process

	strongly disagree	disagree	undecided	agree	strongly agree
I fully participate in decision making at my level and this motivates me to improve service delivery.	7(5.1%)	23(16.4%)	10(7.2%)	67(48.6%)	31(22.5%)
I'm rarely consulted before key decisions are made.	15(10.9%)	64(46.4%)	8(5.8%)	41(29.7%)	10(7.2%)
Decisions are made by top leaders in local government	12(8.7%)	25(18.1%)	4(2.9%)	61(44.2%)	36(26.1%)
Decisions are collectively made through the relevant organs of the district council and committees	6(4.4%)	18(13.2%)	4(2.9%)	75(55.1%)	33(24.3%)
I am merely informed about decisions that have been taken.	10(7.3%)	59(43.1%)	13(9.5%)	42(30.7%)	13(9.5%)
I fully participate in the implementation of the decisions made in the district	11(8.1%)	29(21.3%)	5(3.7%)	60(44.1%)	31(22.8%)
Participation in decision making influences service delivery in the district	5(3.7%)	10(7.4%)	7(5.1%)	63(46.3%)	51(37.5%)

Source: Survey data

From table 4.5.1 above, majority (71.1%) of the respondents agreed that they fully participate in decision making at various levels and this motivates them to improve on service delivery; 70.3% of the respondents also agreed that decisions are made by top leaders in local government and 79.4% of the respondents further agreed that decisions are collectively made through the relevant organs of the district council and committees. More so, 66.9% of the respondents agreed that they fully participate in the implementation of the decisions made in the district and majority (83.8%) of the respondents also agreed that participation in decision making influences service delivery in the district. However, 57.3% of the respondents disagreed that they are not consulted before key decisions are made which

affects their level of motivation to deliver services and 50.4% of the respondents also disagreed that they are merely informed of the decisions that have already been taken by the relevant organs of the district. By comparing the response rates to the questions posed, it was concluded that most of Local Government Actors in Isingiro district, to a greater extent are motivated by their participation in the decision making process in the district in execution of their duties in the roads sub-sector.

Further statistical analyses on the influence of participation in decision making by the Local Government Actors on roads service delivery in the works sector of Isingiro district were done through correlation and regression analysis. The results of correlation are summarized in the table 4.5.2 below:

Table 4.5.2: Correlation between participation in decision making and roads service delivery

Factor	Decision making process	Level of service delivery
Decision making process	1	$.821^{**}$($p<0.01$)
Level of service delivery	$.821^{**}$($p<0.01$)	1

[**]Correlation is significant at 1% level of significance (2-tailed)

[*]Correlation is significant at 5% level of significant (2-tailed)

From the correlation results in table 4.5.2 above, it was established that there is a strong and significant positive relationship between decision making and roads service delivery($r=0.821$, $p<0.01$) since the p-value of 0.000 is less than 0.01 at 99% confidence interval. This implies that holding other factors constant, the more the employees are allowed to participate in the decision making process, the higher will be the level of motivation and the better the services delivered in the works sector in Isingiro district and vice versa.

4.5.3 Regression for Participation in Decision Making of LGA on Roads Service Delivery in the Works Sector

Since the correlation results between rewards and service delivery were significant, the researcher wanted to further confirm the influence of rewards to LGA on service delivery. This was done by running a regression analysis and the results are summarized in the table 4.5.3 below.

Table 4.5.3: Regression analysis of participation in decision making on roads service delivery

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.571	.114		5.027	.000
	Participation in decision making process	-.059	.121	-.059	-.487	.627
	At 5% level of significance (2-tailed)					

a. Dependent Variable: the level of service delivery

The regression results from the above table 4.5.3 gave a negative and insignificant influence of participation in decision making process by LGA on roads service delivery in the works sector in Isingiro district, with β= -0.059 (since p= 0.627>0.05 at 95% confidence interval) in the district. This could be attributed to the fact that the majority of the Local Government Actors do not participate in the making of key/major decisions in the roads sub sector, given that major decisions are made by the district council.

Results from table 4.5.3, disagree with the hypothesis that:

Ho: Participation of Local Government Actors in decision making significantly affects roads service delivery was not substantiated and the null hypothesis was rejected. The researcher therefore concludes that participation in decision making process of LGA has no positive and significant influence on roads service delivery in the works sector in Isingiro district.

In Isingiro district, the qualitative data established that key decisions in the roads subsector are made collectively by the relevant district organs. The planning and decision making process starts from the community at the village level, then to the parish, sub county and proceeds to the district level as explained in figure 4.1 below.

Figure 4.1: The district roads maintenance, rehabilitation and construction decision making process
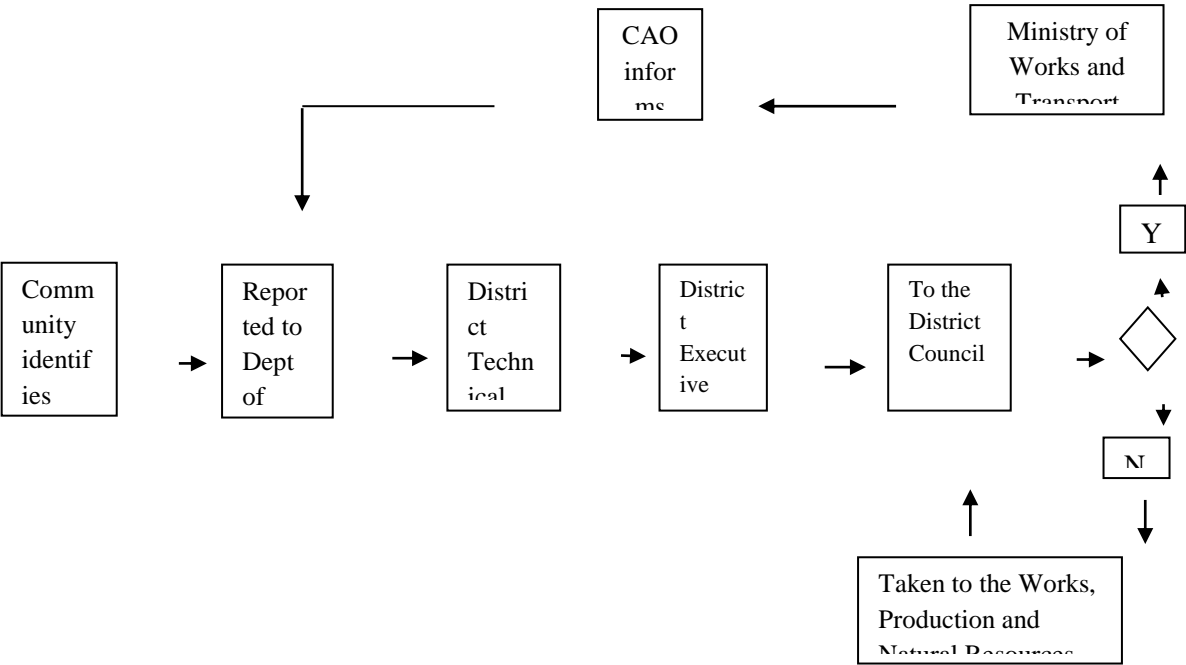
Source: Developed by the Researcher

Accordingly, from figure 4.1 above, decisions are made on the basis of a bottom up approach, starting from the community identifying and ranking roads to be worked on. This is done in close consultations with the Department of Works and Technical Services that forwards the proposals to the District Technical Planning Committee/Unit which integrates, evaluates and refines them before

forwarding them to the District Executive Committee for consideration. The proposals are thereafter forwarded to the District Council for debate and approval. At the district council a collective decision (largely by consensus) is made and thereafter, in case a decision is approved, it is communicated to the Ministry of Works and Transport for consideration. The Ministry of Works and Transport communicates to the Chief Administrative Officer to implement the decision. In case a proposal needs to be refined it is forwarded to the Works Production and Natural Resources Standing Committee and thereafter it is sent back to the district council for approval. This therefore implies that not every local government actor participates in taking the final decision. Amugambe (2007) argues that in the case of professional areas, Local Government Actors interests are determined by professionals. This may be the reason why the community is allowed to be involved up to the third level of participation in decision making where they are consulted but do not necessarily take part in the final decision making process. As explained by a respondent from Ngarama Sub County who pointed out,

"Efforts are always made to ensure that all stake holders are involved in decision making from the village to Sub County level. This is because when people feel that they are involved in decision making, they get motivated and do the work very well to the extent that with little resources a lot is achieved. This involvement has to be backed by transparency and information sharing especially on the utilization of available funds. However, sometimes stakeholders are not involved and they end up getting biased and make it difficult to implement a project".

This identified gap in participation of Local Government Actors in decision making explains why the level of motivation of LGA is low thereby affecting the level of service delivery in the district.

4.6 Moderating effect of personality traits of Local Government Actors between motivation and roads service delivery

Table 4.6.1: Respondents' perception of satisfaction with personality traits

	strongly disagree	disagree	undecided	Agree	strongly agree
I'm out-going, open, social and this motivates me to work	7(5.1%)	6(4.4%)	9(6.6%)	72(52.9%)	42(30.9%)
I always work hard to avoid warnings	6(4.4%)	13(9.5%)	5(3.6%)	62(45.3%)	51(37.2%)
I always work hard to meet my deadlines	7(5.1%)	15(10.7%)	8(5.8%)	64(46.7%)	43(31.4%)
When promised a reward, I'm motivated to work harder	6(4.5%)	24(17.9%)	10(7.5%)	58(43.3%)	36(26.9%)
I'm satisfied with assignments that allow me to learn new skills and be innovative	8(5.9%)	10(7.4%)	11(8.1%)	65(47.8%)	42(30.9%)
I value and consider ethical implications of my work	3(2.2%)	9(6.4%)	5(3.7%)	65(47.8%)	54(39.7%)
I feel deprived when cut off from interaction from outside world	12(8.8%)	25(18.4%)	3(2.2%)	66(48.5%)	30(22.1%)
I prefer one- to-one communication and doing work privately	10(7.4%)	32(22.9%)	12(8.9%)	53(39.3%)	28(20.7%)

Source: Survey data

From table 4.6.1 above, the majority (83.8%) of the respondents agreed that they are out-going, open, social and this motivates them to work; more so, 70.2% of the respondents agreed that they always work hard to gain the promised rewards and also the majority (70.6%) of the respondents agreed that they feel deprived when cut off from interaction from outside world. This finding relates to the characteristics of extravert type of personality traits which suggests that an extravert is a person who goes by the influence of the external world while an introvert is always afraid of the external world and this is consistent with the findings of Ogunrin et al. (2007). Further from this finding, it is evident that LGA in Isingiro district express their willingness to deliver service in the works sector despite the minimal rewards being offered by the local government which is also consistent with the findings of Furnham et al. (2009) who argues that extraverts may be highly motivated by intrinsic factors such as recognition and positive feedback.

From the table 4.6.1, 82.5% of the respondents agreed that they always work hard to avoid warnings; 82.5% of the respondents further, agreed that they always work hard to meet deadlines; and also the majority (87.5%) of the respondents agreed that they value and consider ethical implications of their work as well as 60.0% of the respondents agreed that they prefer one- to-one communication and doing work privately. This finding relates to the characteristics of introverts type of personality traits that suggest that introverts are believed to be motivated to avoid a threatened punishment as argued by Ogunrin et al. (2007). Also the findings are consistent with the earlier findings of Briggs 1943 who established that introverts value and consider ethical implications of their work and prefer one-to-one communication and relationships while extraverts enjoy wide variety and change in people relationships and this motivates them to continue working even when other motivators like financial rewards are minimal.

From the table 4.6.1 above, it can be concluded that the personality traits of Local Government Actors have a moderating effect between motivation and service delivery in the works sector of Isingiro district. To a greater extent, Local Government Actors in the works sector in Isingiro district continued to work and deliver services despite the low levels of motivation because of the moderating influence of their personality traits.

Further statistical analysis on the moderating effect of personality traits of Local Government Actors between motivation and service delivery in Isingiro district was done through correlation and the results of correlation are summarized in the table 4.6.2 below:

Table 4.6.2: Correlation between personality traits and roads service delivery

Factor	Personality traits	Service delivery
Personality traits	1	. 845[**](p<0.01)
Service delivery	. 845[**](p<0.01)	1

[**]Correlation is significant at 1% level of significance (2-tailed)

Accordingly, from the study it was established that there is a strong and positive relationship between personality traits and the level of service delivery(r=0.845, p<0.01) since the p-value of 0.000 is less than 0.01 at 99% confidence interval. This implies that holding other factors constant, personality traits of Local Government Actors is a strong motivator of quality service delivery. Therefore, some local government actors will continue to deliver better services even when they are not well motivated because of their good personality traits. Thus, personality traits are a vital moderating factor between motivation and service delivery.

From table 4.6.2, the hypothesis that:

Ho: Personality traits of LGA have a moderating effect between motivation and roads service delivery in the works sector in Isingiro district was substantiated and the null hypothesis was accepted. The researcher therefore concludes that personality traits have a moderating relationship between motivation and roads service delivery in the works sector and should therefore be considered in ensuring quality service delivery.

4.7 Summary Analysis of the Relationship between Motivation and Roads Service Delivery

The summary of the relationship between motivational variables to Local Government Actors and the level of roads service delivery in the works sector in Isingiro district is finally presented in the correlation and regression tables 4.7.1 and 4.7.2 below.

4.7.1 Summary of correlation analysis results

Table 4.7.1: Summary showing correlation between motivational variables and roads service delivery

	Rewards	Training &re-training	Decision making	Personality traits	Service delivery
Rewards	1				
Training and retraining	$.867^{**}$ (p<0.01)	1			
Participation in decision making	$.861^{**}$(p<0.01)	$.971^{**}$(p<0.01)	1		
Personality traits	$.767^{**}$(p<0.01)	$.870^{**}$(p<0.01)	$.866^{**}$(p<0.01)	1	
Service delivery	$.902^{**}$(p<0.01)	$.828^{**}$(p<0.01)	$.821^{**}$(p<0.01)	$. 845^{**}$(p<0.01)	1

**Correlation is significant at 1% level of significance (2-tailed)

From the summary table 4.7.1 above, it is very clear that there is a strong and significant positive relationship between rewards and roads service delivery ($.902^{**}$p<0.01); training and re-training and roads service delivery ($.828^{**}$p<0.01); participation in decision making and roads service delivery ($.821^{**}$p<0.01) personality traits on the level of roads service delivery (r=0.845, p<0.01). This implies that rewards, training and re-training, participation in decision making and personality traits are positively and significantly related with service delivery.

Regression analysis was carried out and the variables included: rewards (financial- salary, bonus payments and special allowances; and non financial rewards-working conditions, recognition, achievements, responsibility, Promotion), training and re-training and participation in decision making.

4.7.2 Summary of regression analysis results

The summaries of the model are indicated in table 4.7.2 below.

Table 4.7.2: Showing the regression model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946[a]	.895	.890	.420

a.   **Predictors:** (Constant), rewards, training and re-training and participation in decision making process.

From table 4.7.2 above, the adjusted R^2 of 0.890 implies that the variables used fit best in the model of analysis and that 89% of variation in roads service delivery is explained by the variables (rewards, training and re-training and participation in decision making). The remaining 11% is explained by other factors. This therefore reflects that the variables used fit best in the model and are better motivators of LGA to promote better service delivery. Therefore, local governments should put much emphasis on them for sustained quality service delivery.

Table 4.7.3: Showing the Analysis of Variance-ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	198.560	7	28.366	161.164	.000[a]
	Residual	23.233	132	.176		
	Total	221.793	139			

a.   **Predictors**: (Constant), rewards, raining and re-training, participation in decision making process.

   Dependent Variable: The level of service delivery

From the table 4.7.3 above, the large F-value (F=161.164, P=0.000) reveals that the independent variables influence the outcomes of the dependent variable (level of service delivery) at 5% level of

significance. Also from the ANOVA table 4.7.3, it can be noted that the dependent variable is the level of service delivery and the independent variables are motivators to LGA with the financial rewards/payments (salary, bonus payments, special allowances) and motivation with non financial rewards (work conditions, responsibility, recognition and promotion), motivation with the training and re-training and motivation with participation in decision making process.

The influence of the independent variable on the outcome of the dependent variable is summarized in table 4.7.4 below.

Table 4.7.4: Showing the summary of Coefficients of Regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.571	.114		5.027	.000
	Financial rewards(salary)	-.061	.058	-.069	-1.054	.294
	Bonus payments	.381	.100	.424	3.824	.000
	Special allowances	.374	.091	.444	4.089	.000
	Promotion	.490	.134	.521	3.667	.000
	Working conditions, Responsibility and Recognition	.669	.086	.695	7.760	.000
	Training and re-training	.353	.146	.374	2.426	.017
	Participation in decision making process	-.059	.121	-.059	-.487	.627

b. Dependent Variable: the level of service delivery

At 5% level of significance.

From the summary of regression analysis table 4.7.4, financial reward (salary) alone does not significantly affect the level of service delivery (since $p=0.294>0.05$ at 95% confidence interval) in the works sector in Isingiro district and its effect on roads service delivery is even negative (-0.069). This could be attributed to the fact that the salaries are generally very low and any increase may not significantly improve service delivery. It could also be due to the fact that people already know

salaries and salary increases in local governments mainly to lower cadres are always low and inadequate and therefore expect other non salary benefits to motivate them as observed by majority of the respondents. Further more, from the regression analysis, participation in the decision making process does not significantly affect the level of roads service delivery (since p= -0.627>0.05 at 95% confidence interval) in the works sector in Isingiro district. This could be attributed to the fact that the majority of the local government actors do not participate in the making of key/major decisions in the roads sub sector, given that major decisions are made by the district council.

The regression model results from table 4.7.4 can be given as:

$Y = 0.571 + 0.424_{bonus} + 0.444_{special\ allowances} + 0.521_{promotion} + 0.695_{work\ conditions} + 0.374_{training\ and\ re-training} - 0.059_{participation\ in\ decision\ making} - 0.069_{salary}$

From table 4.7.4, it can be noted that a unit increase in bonuses, special allowances, promotions, working conditions, training and retraining will lead to corresponding increases of 0.424, 0.444, 0.521, 0.695 and 0.374 units in service delivery while unit increases in salary and participation in decision making will result into respective decreases of 0.069 and 0.059 units in service delivery. Therefore, the managerial implications of the above findings are that, since rewards other than salary and training have been found to positively and significantly impact on service delivery, local governments should emphasize such non-salary rewards and training to promote motivation that enhances delivery of high level and quality roads services in the works sector and others. For technical and key real activities, communities should be adequately represented for better outcomes or results in service delivery according to their needs.

4.8 Level of service delivery in the works sector in Isingiro district

Table 4.8.1: Respondents' perception of satisfaction with roads service delivery

	strongly disagree	disagree	undecided	agree	strongly agree
The awarding system of contracts for roads is fully operational (advertising, evaluation, etc).	15(10.7%)	22(15.7%)	8(5.7%)	65(46.4%)	30(21.4%)
Funds spent on construction, maintenance and rehabilitation of roads are commensurate with work done	17(12.1%)	57(40.7%)	11(7.9%)	43(30.7%)	12(8.6%)
Resources for road works are allocated against costed work plans	8(5.8%)	44(31.9%)	18(13.0%)	56(40.6%)	12(8.7%)
Shaping and drainage structures of roads are done as per specifications.	11(7.9%)	53(37.9%)	13(9.3%)	49(35.0%)	14(10.0%)
Road works are done as per the bills of quantities (Quality, thickness and compaction levels of marrum)	33(23.6%)	51(36.4%)	17(12.1%)	31(22.1%)	8(5.7%)
Work in the district roads and community access roads is completed as scheduled	23(16.4%)	76(54.3%)	13(9.3%)	24(17.1%)	4(2.9%)
District roads and community access roads are in good condition with motorists driving at an average speed of over 50 km per hour	49(35.0%)	62(44.3%)	8(5.7%)	13(9.3%)	8(5.7%)
Road Management Committees are functional and meet regularly	41(29.3%)	52(37.1%)	17(12.1%)	27(19.3%)	3(2.1%)
The quality of contracts for roads in the district is satisfactory	27(19.3%)	61(43.6%)	10(7.1%)	33(23.6%)	9(6.4%)

Source: Survey data

From table 4.8.1 above, the majority (52.8%) of the respondents disagreed that funds spent on construction, maintenance and rehabilitation of roads are commensurate with work done in Isingiro district; 45.8% of the respondents also disagreed that the shaping and drainage structures of roads are done as per specifications in the works sector in Isingiro district; further, 60% of the respondents disagreed that road works are done as per the bills of quantities; more so, the majority 79.3% of the respondents disagreed that district roads and community access roads are in good condition with

motorists driving at an average speed of over 50 km per hour; while 66.4% of the respondents disagreed that the Road Management Committees are functional and meet regularly and 62.9% of the respondents disagreed that the quality of contracts for roads in the district is satisfactory.

However, the majority 67.8% of the respondents agreed that the awarding system of contracts for roads is fully operational (advertising, evaluation, etc) in Isingiro district and that 49.3% of the respondents agreed that resources for road works are allocated against costed work plans in Isingiro district. From the table 4.8.1 above, the researcher concludes that the level of quality service delivery in the works sector is relatively very poor in Isingiro district as reflected by the total majority who disagreed on issues related with the level of service delivery.

The above quantitative findings were also supported by the qualitative data which established that the level of services in the works sector (maintenance, construction and rehabilitation of roads) have remained poor due to a number of factors that include; inadequate human resources (understaffing) in the Department of Works with only 16 members of staff out of the required 25 (**see Appendix 8**) and this leads to overworking. In most cases, senior officers hardly go for annual leave which contributes to reduced motivation to deliver better services. To demonstrate the impact of understaffing through an in-depth interview with one of the opinion leaders/ elders in Ishozi village (Ngarama Sub County) the following was pointed out**,**

> *"People working in the roads sector in the district are not well motivated to do their job, they lack the relevant skills and experience to do good quality work. For example, these days they work on a road without even making a provision for drainage. As a result, when it rains, you find water running in the middle of the road thus forming gullies in the middle of the road".*

Further, a respondent in Kigarama village in Isingiro town council further pointed out,

"a number of lower local council executives are illiterate, not well motivated and this makes it difficult to question any bad work done on roads or even mobilize people to work on their own roads. In addition to this, local council executive committees do not want to force people to work given that they may lose their support of the population or be denied votes. People have also developed an attitude that everything belongs to government and that it is government's responsibility to work on roads".

Isingiro district also has insufficient road equipment given that the district has only one grader and lacks other essential equipment to work on roads. A respondent at a management level in the works department pointed out,

"To deliver better services in the works sector the district requires minimum road construction equipment such as a Motor Grader, Tow Grader, Bull Dozers, Roller/Compactor, Tractors, Wheel Loader, Tippers and a Water Bowser that are currently not available in the district".

The absence of road equipment in the district equally affects the motivation of Local Government Actors to deliver better services in the works sector. Further a respondent in the works department also pointed out,

"There is a problem arising out of the guidelines issued by the Ministry of Finance that require districts to return funds that have not been utilized at the end of a financial year to the treasury and this has impacted negatively on service delivery in the district. For example, the Ministry expects most projects in the districts to be completed in one year yet some projects extend into the next financial year. Above all, the project cycle is such that one has to look at the project requirements that include project design, advertising, bid documents, evaluation etc with the procurement period taking not less than four months before a project begins. This results into

payment to defaulters before the end of the financial year to avoid returning money to the treasury".

Isingiro district lacks adequate funding for the roads subsector given that it entirely depends on conditional grants. The district revenue base is very limited due to the scrapping of Graduated Tax in 2006. The conditional grants largely focus on maintenance work. The problem of inadequate resources is further evidenced by the table 4.8.2 below.

Table 4.8.2 Showing funds allocated for roads in the sub-counties of Kabingo, Ngarama and Isingiro Town Council (2005-2010)

No.	Financial Year	Amount Allocated for Community Access Roads(shs)		
		Ngarama S/c	Kabingo S/c	Isingiro T/C
1	2005 - 2006	16,668,994	Nil	24,457,000
2	2006 - 2007	Nil	Nil	46,749,420
3	2007 - 2008	10,163,999	Nil	119,412,941
4	2008 - 2009	Nil	Nil	72,906,422
5	2009 - 2010	11,805,037	6,000,000	121,000,000

Source: Isingiro District Technical Planning Committee Report, 2010

From the table above, it is clearly indicated that for the last five years, the funds allocated for community access roads in the three sub counties have remained minimal. For example, according to the unit cost of road works guidelines from the Ministry of Works and Transport for 2010 (**see Appendix 9**), it costs Uganda Shillings 20 million to fully rehabilitate one kilometer of marrum road and Uganda Shillings 8 million per kilometer for full maintenance of one kilometer. Isingiro district would therefore require Uganda Shillings 7.318 billion for full road rehabilitation or Uganda shillings 2.927 billion for full maintenance of the 365.9 kilometers in the three sub counties in this study. The cost would even be much higher if these roads were to be paved/tarmacked. This partly explains why the condition of district roads (**Appendix 10)** and particularly community access roads (**Appendix 11)** in the three sub counties remains generally poor/bad.

Further, challenges facing service delivery in Isingiro district mainly in the works sector are corruption related. A respondent in the works department at a management level explained that, the problem of corruption has also impacted negatively on service delivery in the district:

> *"Some supervisors at times make the work difficult for contractors by asking for some money before signing the certificate of completion of work and the certificate of payment. Some employees of the department also tend to solicit for funds to give to their bosses and auditors who at times ask for "Kitu Kidogo" meaning something small. This is because they know that if the Auditors come on the ground, they will always find an anomaly or area that will be queried such as poor drainage or poor distribution of gravel especially after it has rained. More so, one councilor might be given a number of contracts in different names and others tend to influence authority to be given contracts yet they are also supervisors of road works in the areas they represent".*

Corruption raises the cost of doing business (Kakuba, 2009), de-motivates Local Government Actors and affects service delivery in the works sector in Isingiro district.

The researcher observed that generally most of the roads in the district were in bad condition given that they had poor quality marrum, corrugations or washboarding, silted ditches and culverts leading to inadequate provisions for drainage channels. The few roads that were being worked on had fewer culverts and low quality materials such as marrum and loose aggregate that were being used. It was evident that in some roads in the hilly parts of Ngarama and Kabingo sub counties water would directly run in the middle of the roads after rain and signs of severe erosion of shoulders were visible. In the low and flat land areas, some roads had poor shape that seriously restricted water to run off the road surface into the road side drains. Some roads in swampy areas were not raised and this at times

resulted into floods during the rainy season. Such roads had deep depressions and potholes with serious rutting. This was a serious constraint to commercial services on the roads given that heavy trucks carrying agricultural produce from the district such as bananas (matooke), coffee, beans, maize, animals and animal products would often get stuck leading to delays and increased transport costs. This confirmed that the level of service delivery in the works sector in the district was generally poor.

CHAPTER FIVE:

SUMMARY, DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary, discussions of findings, conclusions and recommendations for the study. It also presents the challenges of the study and suggested areas for future research. This is presented systematically examining objective by objective starting with rewards to Local Government Actors, training and re-training, participation in decision making and their influence on roads service delivery in the works sector in Isingiro district. The moderating effect of personality traits of Local Government Actors between motivation and roads service delivery in the works sector in Isingiro district is also discussed.

5.1 Summary of the study

The findings from the study revealed that there is a strong and positive significant relationship between rewards and roads service delivery. The regression analysis also indicated that most rewards other than salary to LGA have a significant positive effect on roads service delivery in the works sector in Isingiro district. This implies that a unit improvement on rewards in general will improve roads service delivery by 0.902 units. The study also established that there is a strong and positive significant relationship between training and re-training and roads service delivery. The regression analysis indicated that training and re-training of Local Government Actors have significant influence on roads service delivery. This implies that a unit improvement in training and re-training of LGA will improve roads service delivery by 0.374 units in the works sector in Isingiro district. The study further established that there is a strong and positive significant relationship between participation in decision

making and roads service delivery. The regression analysis however, indicated that participation in decision making does not significantly affect the level of service delivery in the works sector in Isingiro district. The study also established that personality traits of Local Government Actors have a strong and positive significant moderating relationship between motivation and roads service delivery in Isingiro district. This implies that Local Government administrators and leaders need to understand the personality traits of their employees in order to match personality with jobs to increase performance and to motivate them accordingly.

5.2 Discussion of Findings

5.2.1 Rewards to Local Government Actors and roads service delivery

The findings from the study agreed with the first hypothesis which states that *rewarding Local Government Actors has a significant positive influence on roads service delivery*. The study revealed that there is a strong and positive significant relationship(r=0.902, p=0.000) between rewards and roads service delivery. The regression analysis also indicated that most rewards other than salary to LGA have a significant positive effect on roads service delivery in the works sector in Isingiro district with a β =0.902 at 95% confidence level. This implies that a unit improvement on rewards in general will improve roads service delivery by 0.902 units. Therefore, in order to deliver better and quality services in the works sector; financial and non financial rewards need to be improved by increasing on bonuses, special allowances such as lunch, housing, transport and medical allowances, promotions, improve working conditions, responsibility, recognition, opportunities for advancement and ensure job security at the work place.

These findings are consistent with Herzberg's (1959) finding that motivators (intrinsic and extrinsic factors) motivate employees to deliver better services. Herzberg (1987) contends that when employees have good working conditions, are recognized, given challenging work and opportunities for advancement they feel motivated to deliver better services. Adolfsson and Bjornanger (2009) as cited by Amoding (2010) and Dada (2006) also agree that the level of individual rewards is normally the easiest way to motivate the employees especially if the salary is good and meets the cost of living. Further more, Manolopoulos (2007) argues that whereas, financial rewards continue to have considerable appeal among employees, intrinsic incentives (creative work, recognition for achievements, more autonomy within the workplace) seem also to generate high performance.

As for the questions asked on the issues of rewards, the findings of the study indicated that majority (97.2%) of the respondents disagreed that their pay is enough and it meets their basic needs. From interviews with key informants, it was revealed that majority of LGA want the local government to increase their level of salaries and other benefits. This indicates that Local Government Actors attach a lot of value to salary as a motivator. This agrees with the findings of Adams (1965) and Coker (2007), who contend that when employees feel underpaid they will be prone to feelings of disaffection and demotivation and this affects service delivery. It was also established that key motivators at the village, parish and sub county levels were largely non financial given that at the village level LGA are not paid salaries. Appointed LGA at the parish and sub county levels are paid salaries together with some elected ones like the Sub County Chairman and some councilors. However, their pay is generally very low and does not sufficiently motivate them to deliver high quality services. Adams (1965) argues that in any position, an employee wants to feel his or her contribution and work performance are being rewarded with pay. If an employee feels he is underpaid, then it will result in the employee feeling hostile towards the organisation or in this case the District Local Government.

The study further revealed that majority of the respondents (74.6%) disagreed that there is fair balance between what they put in their work and what they get or receive in return from work. This explains the poor levels of service delivery in the district and is consistent with Adams (1965) findings that people need to feel that there is a fair balance between inputs and outputs in order to deliver services effectively.

From the study, majority (58.7%) of the respondents agreed that local government sets clear criteria for promotions based on merit and transparency and 56.5% as majority of the respondents agreed that Isingiro District Local Government recognizes and promotes good performers. However, from interviews with key informants, it was revealed that there are rare chances of promotion in Isingiro district given that the current local government structure limits upward movement of officers in terms of hierarchy. This to some extent de-motivates Local Government Actors and affects the quality of services delivered.

The study also revealed that majority (50.4%) of the respondents disagreed that there are good working conditions (health and safety) that motivate them to deliver better services. Given the rural setup of Isingiro district, LGA work under poor conditions and thus are not well motivated to deliver a high level of service in the works sector. The situation is made more complicated by lack of basic facilities like safe and clean water, good schools, housing, transport, roads etc, in the district. This has made it difficult in attracting and retaining qualified workers in the district. This explains why most of the Heads of Departments at the district are serving in acting capacity. This finding agrees with the findings of McCaffery et al. (2009), who argues that as long as an employee feels that his or her working conditions, living conditions (where appropriate) and the other satisfiers are adequate and within some reasonable norm for the type of job, this will help to motivate , attract and retain workers

104

to deliver quality services. From this study, it should be noted that rewards provide the foundation for motivation and can be used as powerful tools to create a positive environment, increase productivity and improve service delivery in the works sector in district local governments.

5.2.2 Training and re-training of Local Government Actors and roads service delivery

The findings from the study on training and re-training disagreed with the second hypothesis which states that *training and re-training of Local Government Actors has no significant influence on roads service delivery*. This is because the study instead established that there is a strong and positive significant relationship (r=0.828, p=0.000) between training and re-training and roads service delivery. The regression analysis also indicated that training and re-training of Local Government Actors have significant influence on roads service delivery with β=0.374 at 95% confidence level. This implies that a unit improvement in training and re-training of LGA will improve roads service delivery by 0.374 units in the works sector in Isingiro district. Therefore, in order to deliver high quality services in the works sector in the district, training and re-training of LGA should be emphasized.

These findings are consistent with Herzberg's (1959) finding which indicates that if there is no possibility of advancement and personal development in an organization, employees tend to get de-motivated. Ghoshal (2008) further explains that training has an influence on employee motivational factors such as personal achievement, responsibility, recognition, advancement and challenge. Basu(2008) further contends that training may also serve as recognition for effort and a signal of value to organization and may indicate suitability for promotion. Therefore, training and development of staff has symbolic dimensions to roads service delivery given that it is regarded as a reward and giving status where there was previously little scope to develop.

Further findings from the study indicate that the majority (63.1%) of the respondents agreed that there is awareness about existing training programs for staff in Isingiro district; 69.6% of the respondents also agreed that there is top management encouragement to go for training, participation in seminars, workshops and conferences and this motivates them to work harder; and 76.7% majority of the respondents agreed that the knowledge and skills gained from training are applicable to their work and enhance their capacity to deliver better services. The above findings are in line with the findings of McCaffery et al. (2009) who established that what most motivates employees is personal growth/advancement and learning. Barasa (2004) argues that training in the public service has been used as a means of rewarding civil servants. According to McCaffery et al. (2009) lack of career progression and continuing education leads to workers "leaving for greener pastures." This therefore emphasizes the fact that training and re-training of Local Government Actors motivates them to deliver high quality services. Goshal (2008) contends that training is considered to be very important for enhancing competence of the workforce and enables people to acquire or reinforce knowledge and skills for improving performance and service delivery. Therefore, in rural districts like Isingiro, workers need to be encouraged to go for training and re-training, and undertake further studies that may include diploma courses, degree programs and postgraduate specialist degrees. This would motivate LGA to deliver high quality services in the works sector. Access to distant learning programs could also be part of the retention scheme in rural districts in Uganda.

5.2.3 Participation of Local Government Actors in decision making and roads service delivery

The study results from regression analysis disagreed with the third hypothesis which states that *participation of Local Government Actors in decision making significantly affects roads service delivery*. However, the correlation analysis findings indicate that there is a strong and positive significant relationship(r=0.821, p=0.000) between participation in decision making and roads service delivery. The regression analysis however, indicated that participation in decision making does not significantly affect the level of service delivery in the works sector in Isingiro district with a β= -0.059 at 95% confidence level. This implies that a unit increase in the level of LGA participation in decision making will decrease the level of service delivery in the works sector in Isingiro district by -0.059 units. This finding disagrees with the findings of McCaffery et al., (2009) that delegating decision-making authority to workers makes them feel responsible, and motivates them to deliver better services.

The study further revealed that majority (70.3%) of the respondents agreed that decisions are made by top leaders in local government. This affects their level of participation and motivation to deliver better services. This was supported by the findings from interviews with key informants which revealed that only a few Local Government Actors fully participate in decision making at various levels in Isingiro district before key decisions are made. For example, in some Sub-counties LGA complained of not being fully involved in certain roads development and maintenance activities such as site meetings, mobilization and supervision of petty contractors and this perhaps explains why the study results from regression analysis had negative regression results (β= -0.059, p=0.627). It may also be out of the fact that majority of the Local Government Actors are involved up to the third level of participation in decision making where they are consulted but do not necessarily take part in the final

decision making process. This is consistent with the findings of Amugambe (2007) who establishes that local communities in Uganda are rarely involved in certain roads development and maintenance activities. In some instances, it was reported that the involvement of youth and women remains minimal. In order for participation to be meaningful in process and outcomes, spaces must be created for stakeholders to engage in consultations, planning, programme identification, analysis and prioritization (Nyirinkindi, 2007).

The study further establishes that 66.9% of the respondents agreed that they fully participate in the implementation of the decisions made in the district and majority (83.8%) of the respondents also agreed that participation in decision making influences service delivery in the district. Amugambe (2007) argues that for Local Government Actors to be well motivated by participation in decision making their level of participation has to be at the fourth and fifth levels of participation where they are involved in policy formulation, ranking of the objectives and allocation of resources as well as hiring and firing of personnel. This implies that to improve on service delivery in the works sector, local government actors have to be involved in the entire process of planning and decision making. According to Harvard Professor Rosabeth Moss Kanter as cited by McCaffery et al., (2009): "When people have the opportunity to act on their own initiative to shape their own work, and feel that they are rewarded for making a difference, then they are motivated and can do great things; and that has been true throughout the ages".

5.2.4 Moderating effect of personality traits of Local Government Actors between motivation and roads service delivery.

The findings of this study agreed with the hypothesis which states that personality traits of LGA have a moderating effect between motivation and service delivery in Isingiro district. The study established

that personality traits of LGA have a strong and positive significant moderating relationship(r=0.845, p=0.000) between motivation and roads service delivery in the district. This implies that district Local Government leaders need to understand the personality traits of their employees in order to manage them effectively to deliver a high quality of services.

The study further established that, majority (83.8%) of the respondents agreed that they are out-going, open and social; 70.2% of the respondents agreed that they always work hard to gain the promised rewards and 70.6% of the respondents agreed that they feel deprived when cut off from interaction from outside world. This finding relates to the characteristics of extravert type of personality traits which suggests that extraverts are characterized by positive emotions and tend to seek out stimulation and the company of others. The trait is marked by pronounced engagement with the external world (Ogunrin et al., 2007). Further from this finding, it is evident that LGA in Isingiro district express their willingness to deliver service in the works sector despite the minimal rewards being offered by the local government which is also consistent with Furnham et al., (2009), who argues that extraverts may be highly motivated by enthusiasm and other intrinsic factors such as recognition, positive feedback and to gain a promised reward.

The study also established that 82.5% of the respondents agreed that they always work hard to avoid warnings; 82.5% of the respondents agreed that they always work hard to meet deadlines; 87.5% of the respondents agreed that they value and consider ethical implications of their work; and 60.0% of the respondents agreed that they prefer one- to-one communication and doing work privately. This finding relates to the characteristics of introverts type of personality traits that's suggest that introverts are believed to be quiet, low key, deliberate and less involved in the social world (htt://en.wikipedia.org/wiki/big-five-personality-traits. Accessed on 28/12/2010). Introverts need less

stimulation than extraverts and more time alone. They are for instance motivated to work to avoid a threatened punishment (Ogunrin et al., 2007). Also the findings are consistent with the earlier findings of Briggs (1943) who established that introverts value and consider ethical implications of their work and prefer one-to-one communication and relationships while extraverts enjoy wide variety and change in people relationships and this motivates them to continue working even when other motivators like financial rewards are minimal.

Therefore, some Local Government Actors will continue to deliver services even when they are not well motivated because of their positive and better personality traits. Thus, personality traits are moderating factor between motivation and service delivery.

5.2.5 Service delivery

The study established that the majority (52.8%) of the respondents disagreed that funds spent on construction, maintenance and rehabilitation of roads are commensurate with work done in Isingiro district; 45.8% of the respondents disagreed that shaping and drainage structures of roads are done as per specifications in the works sector in the district; 60% of the respondents disagreed that road works are done as per bills of quantities; 79.3% of the respondents disagreed that district roads and community access roads are in good condition with motorists driving at an average speed of over 50 km per hour; 66.4% of the respondents disagreed that the Road Management Committees are functional and meet regularly; and 62.9% of the respondents disagreed that the quality of contracts for roads in the district is satisfactory.

From the findings above, it is evident that the quality of services in the works sector in Isingiro district is relatively low or poor. This implies that to improve on the quality of service delivery in the works sector, Isingiro District Local Government has to improve on the motivation of LGA. This was further

confirmed by key informants during interviews who revealed that, people working in the roads sector in the district are not well motivated, some lack the relevant skills, experience and are illiterate. More so, the district receives insufficient funds from the central government to work on roads and lacks sufficient road equipment.

To overcome some of these challenges, government is planning to introduce the scheme for maintaining district and urban roads using road equipment and road gangs. For routine mechanized maintenance, each district in Uganda will be provided with a motor grader, a tipper truck and a pedestrian roller and for routine manual maintenance of district roads, the District Local Governments will hire a private individual for the position of Road Maintenance Superintendent (MOW&T, 2010).

Further from the study, majority (67.8%) of the respondents agreed that the awarding system of contracts for roads is fully operational (plan contracting/ solicitation planning, advertising, evaluation and award, etc) in Isingiro district. However, from key informants' interviews it was revealed that the contracts awarding system in Isingiro district is experiencing challenges associated with corruption given that some contractors offer kickbacks to supervisors of road projects to manipulate their decision on the quality of contracts. Some councilors also tend to get contracts in different names or influence the authorities to be given contracts. This at times results into sub standard work and contributes to the poor condition of roads in the district that are characterized by existence of many pot holes, poor shaping and bad drainage structures. This state of affairs largely de-motivates Local Government Actors to deliver high quality services.

The above findings agree with the findings of Baum and Szivas (2008, p. 1) as cited by Antwi (2009) who establishes that only competent and motivated employees can deliver high-quality service and

achieve competitive advantage for their firms/organizations, be it public/private. This therefore indicates that people (workers) in public service if not well motivated have the potential to make or break citizens' expectations within a country in terms of service delivery.

5.3 Conclusions

This study achieved the overall objective of establishing how motivation of Local Government Actors influences roads service delivery in the works sector of Isingiro district in Uganda. In particular, the study revealed that there is a strong and positive significant relationship between rewards and roads service delivery. From the study, it was evident that LGA in the works sector in Isingiro district are poorly motivated and this impacted negatively on the level of roads service delivery. Therefore, in order to deliver better and high quality services in the works sector, a combination of both financial and non financial rewards such as bonuses, special allowances (lunch, housing, transport and medical allowances), promotions, working conditions, responsibility, recognition, opportunities for advancement and ensuring job security at the work place needed to have been improved. From the study, it was evident that if employees are not sufficiently rewarded, they cannot deliver quality services as required.

Under the objective of assessing the effect of training and re-training of LGA on roads service delivery in the works sector of Isingiro district, the study established that there is a strong and positive significant relationship between training and re-training and roads service delivery and that training and retraining positively influences service delivery in roads works. Training and re-training imparts skills, knowledge and attitudes that are important for service delivery. Training should have been emphasized in the district local governments to improve the quality of services delivered, but opportunities for training of LGA in the works sector in Isingiro district were found to be very

minimal. From the study, it was evident that if employees do not go for training to acquire the necessary skills and knowledge they cannot deliver quality services as required.

The correlation results on the objective of establishing the influence of participation in decision making of LGA on roads service delivery established that there is a strong and positive significant relationship between participation in decision making and roads service delivery. However, the regression analysis results indicated that participation in decision making has a negative influence on roads service delivery. From qualitative findings, the study revealed that only a few LGA fully participate in decision making at various levels in Isingiro district before key decisions are made and this relatively affects their level of motivation to deliver quality services. This means that if LGA are not fully involved in decision making, the quality of services delivered will be affected. Therefore, for LGA to be well motivated by participation in decision making, their level of participation has to be at the level where they are involved in policy formulation, ranking of the objectives and allocation of resources as well as hiring and firing of personnel. This full participation in decision making will in turn motivate them to deliver high quality services in the works sector in Isingiro district.

On the moderating effect of personality traits of LGA between motivation and roads service delivery, it was established that personality traits of LGA have a strong and positive significant moderating relationship between motivation and roads service delivery in the district. The study revealed that personality traits of LGA in the works sector in Isingiro district have both introversion and extraversion characteristics of personality traits that moderate their level of motivation and service delivery. This implies that district local government leaders need to understand the personality traits of their employees in order to manage them effectively to deliver a high quality of services. Thus, personality traits are a moderating factor between motivation and service delivery.

Finally, from the study, it was evident that the quality of services in the works sector in Isingiro district remains generally poor. This was attributed to lack of adequate motivational factors to LGA such as sufficient rewards, training and re-training and participation in decision making process in the district yet most of them have been found to have a significant positive relationship with and influence on roads service delivery. It can therefore be concluded that motivation significantly affects service delivery in roads works.

5.4 Recommendations

From the quantitative and qualitative findings of this study, the researcher made the following recommendations.

5.4.1 Rewards to Local Government Actors and roads service delivery

The Ministry of Public Service should undertake a comprehensive job review and evaluation in the districts that will be used as a basis to set rewards that are good enough to motivate workers. The Ministry could for instance focus on setting a living wage for the civil servants working in the districts.

Local Governments should also consider broadening their sources of revenue through creative activities such as creation of tourist sites and recreational centers as well as improve mechanisms of collection of property and income taxes in the district to raise funds that can assist in improving on financial rewards (bonuses, special allowances that include lunch, hardship allowances etc) to Local Government Actors. This would also supplement on the funding towards maintenance of community access roads through purchase of basic implements to work on roads such as hoes, wheel barrows, spades, axes etc.

Isingiro District Local Government should consider improving non financial rewards such as the working conditions of LGA by providing better accommodation, good schools and transport for staff as well as improve on other non financial rewards like responsibility, recognition, challenging work, travel, job security, health and safety measures of staff. This would improve their level of motivation to deliver better services.

The Ministry of Local Government should review local government structures to open opportunities for promotions of LGA in the works sector. This will increase LGA level of motivation with opportunities for promotions which may in turn improve the level quality service delivery.

5.4.2 Training and re-training of Local Government Actors and roads service delivery

The Central Government should allocate more funds for capacity building (training and re-training) in the districts. Training and re-training of Local Government Actors in Isingiro district should be given a priority especially in funding and this would increase on the number of candidates that go for training every year.

Isingiro District Local Government could consider sourcing for funds from alternative sources (donors) for enhancing and strengthening capacity building (training and re-training) with more emphasis on areas like resource mobilization, management of resources, project management, communication skills, leadership, community involvement etc.

District Administrators' should also be encouraged to emphasize on-the-job training, coach their subordinates and mentor them in order to improve service delivery. These on-job-training techniques impart and enhance skills that improve the employees' capacity to deliver high quality services. For

off the job training, the training objectives should be clear so that trainees know what is expected of them before the training activity begins.

To minimize neglect of Lower Local Governments staff in terms of training, the District Local Government should allocate resources to lower local governments and mandate them to train their own staff. This could be done through regular seminars, workshops and conferences and encourage local government actors to participate as a way of motivating them to deliver better services.

The Ministry of Local Government should set minimum academic qualifications that are required for one to be elected as a councilor. This would assist in bridging the knowledge and skills gap that exists between the technical officers in the district like the Chief Administrative Officer, District Engineer and some members of the local council executives.

District Local Governments should encourage LGA to undertake further studies that may include diplomas, degree programs and postgraduate specialist degrees that are relevant and applicable to their job specifications in the works sector so as to improve their skills to deliver better services. In addition, access to distant learning programs could also be part of LGA capacity building in rural districts in Uganda.

5.4.3 Participation of Local Government Actors in decision making and roads service delivery

The Ministry of Local Government should design a mechanism that allows LGA to fully participate in decision making at various levels in the entire process of planning for local government services and ranking of the objectives. They should also be involved in the allocation of resources as well as hiring and firing of personnel.

Local Governments should ensure that services are delivered on the basis of the needs generated from the communities. This would improve on the LGAs level of involvement and in turn motivate them to deliver high quality services.

5.4.4 Moderating effect of personality traits of Local Government Actors between motivation and roads service delivery.

District Local Government leaders should be encouraged to understand the personality traits of LGA at all levels particularly at the recruitment stage in order to identify those with extra traits that can make them even work better despite the poor financial and non financial rewards. This would ensure sustainable and high quality service delivery in the works sector.

5.4.5 Service delivery

The Central Government should provide the minimum key road equipment required for the road unit in the districts so as to improve on the delivery of services. Such road equipment may include at least one Motor Grader, Tow Grader, Bull Dozers, Vibro Roller/Compactor, two Pedestrian Rollers, two Tractors, Wheel Loader, two Tippers, Water Bowser, two supervision pickups and five motorcycles. The availability of this equipment would greatly improve on the level of roads service delivery in the districts.

District Local Governments should be involved in determining how conditional grants are earmarked and utilized in order to ensure that what conditional grants are used for depends on the priority programmes of the district.

District Local Governments could also consider widening their sources of grants by seeking for more donations or grants externally especially for priority programs such as roads. This would significantly contribute towards improving the levels of service delivery in the districts.

The Central Government should consider reviewing the tendering process in district local governments given that the current process is slow, time consuming and appears to be aiding corruption especially in the roads sub sector. In the case of road contracts, the District Contracts Committee could also be expanded to include representatives of concerned communities so that they are involved in the tendering process.

The Ministry of Finance should review the financial guidelines that require districts and other government agencies to return funds that have not been spent by the end of the financial year to the treasury. This requirement affects the execution of road contracts that extend into the next financial year especially contracts that are associated with construction and rehabilitation of roads.

5.5 Challenges of the study

Some respondents feared to freely express their thinking and in answering the questions respondents feared to freely give the required information because it was assumed to be more sensitive. Some senior district officials were suspicious of the researcher's intentions thinking that giving information to the researcher could attract some disciplinary action. To overcome this challenge, the researcher made a detailed explanation about the study to the concerned officers.

Given the rampant level of illiteracy especially among the members of Local Council executives in Isingiro district, most of the identified respondents could not read and write English and this necessitated the researcher to translate the questions in the local language and went ahead to fill the given answers himself. This was tiring and time consuming.

Work load was also a challenge to the researcher given that mixing official duties with the research work exerted a lot of pressure on the researcher.

The researcher was also limited by the time factor given that some of the variables like the moderating effect of personality traits of Local Government Actors between motivation and service delivery require more time (longitudinal study) to generate a more detailed report.

The researcher also experienced a challenge associated with insufficient funding for the study given that it was costly for the researcher to frequently travel to the field for data collection. It was also difficult to facilitate research assistants to travel to the various sub counties to collect data from the target population. This led to delays in collecting field data.

5.6 Areas for future research

From this study, the researcher recommends that further research should be carried out to study the influence of good governance on the levels of service delivery in the district local governments in Uganda. Further research should also be done on sources of funding and their effects on service delivery in the works sector in local governments in Uganda. This is because sources of funding could influence service delivery in the works sector in the local governments. In addition, the researcher had limited time and resources to engage in a study which would generate the actual effect or explanation of sources of funding and service delivery. Further study could also be carried out to establish the influence of demographic variables such as age, sex and marital status of Local Government Actors on service delivery in the works sector in local governments in Uganda.

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Appendix 1: Table Determining Sample Size for a Given Population Size

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Source: Sekaran (2003), Sarantakos (2005) as adapted from Krejcie and Morgan (1970)

Appendix 2: Local Government Actors in the works sector in Isingiro district Questionnaire

Dear Sir/Madam,

The purpose of this questionnaire is to study how motivation of Local Government Actors influences roads service delivery in the works sector in Isingiro District. This study is part of the requirements for the award of Masters in Management Studies which I am pursuing at Uganda Management Institute (UMI).

Please answer all questions freely and according to your understanding. Your responses will be treated with maximum confidentiality and will only be used for this study.

Your cooperation towards this humble call will be highly appreciated.

Thank You.

Didace Twinomugisha

Section 'A':   Background Information (data about respondent)

In this section of the questionnaire, please tick or mark the response you feel is most appropriate.

1. What is your age range?

Below 20	
21 - 30	
31 - 40	
41 – 50	
50- 60	
61 and above	

2. What is your Sex?

M	
F	

3. Marital status

Single	
Married	
Divorced	
Widowed	
Others	

4. What is the level of your education?

Primary	
Secondary	
Certificate	
Diploma	
Bachelors	
Masters	

5. Are you an appointed or elected leader/official? Please tick.

Appointed	
Elected	

6. Under which Local Government Council organ do you work/serve?

Local Government Public Service	
District Service Commission	
Public Accounts Committee	
District Contracts Committee	
Roads Management Committee	
District Works Committee	
Local Council	

7. What position do you hold in the local government?
   ………………………………………………………………………………………………

8. How many years have you served with the local government?

Less than a year	
Between 1-3 years	
Between 4-6 years	
Over 6 years	

Section B: Looks at financial rewards and roads service delivery in local government

(Please select an option which best represents your opinion by ticking the answer of your choice.)

9. What is your monthly pay before tax and any other deductions?

B1: Monthly Pay

1	Below UShs 150,000	
2	Between Ushs 150,000 – Ushs 300,000	
3	Between Ushs 300,000 – Ushs 450,000	
4	Between Ushs 450,000 – Ushs 600,000	
5	Between Ushs 600,000 – Ushs 750,000	
6	Between Ushs750,000 – Ushs 900,000	
7	Between Ushs 900,000 – Ushs 1,050,000	
8	Ushs 1,050,000 and above	

B 2 **Qualitative data on satisfaction**

(In this case 1= strongly disagree 2= disagree 3=undecided 4= agree 5= strongly agree) Please tick or mark the response you feel is most appropriate.

	Description of Statement	5	4	3	2	1
1	My pay is adequate and meets all my basic needs					
2	The pay is satisfactory compared to the level of skills, professional qualifications and my prior working experience					
3	My pay is related to the work load, the effort, loyalty, flexibility and determination I devote to my work					
4	My pay is good in relation to the cost of living, and the economic situation of the country					
5	My pay is low compared to the position I hold					

B3: For your Incentives/Bonus Pay

(In this case 1= strongly disagree 2= disagree 3=undecided 4= agree 5= strongly agree) Please tick or mark the response you feel is most appropriate.

	Description of Statement	5	4	3	2	1
1	Whenever I am on duty for long hours I am paid overtime.					
2	I am always given cash bonuses whenever I perform my duties satisfactorily.					
3	I get salary increment every year.					
4	I am always given per diem whenever I travel out of station on duty					
5	There are pension arrangements for me by the local government.					
6	There is a fair balance between what I put in my work and what I get or receive in return from the local government					

B4: Special Allowances

(In this case 1= strongly disagree 2= disagree 3=undecided 4= agree 5= strongly agree) Please tick or mark the response you feel is most appropriate.

	Description of Statement	5	4	3	2	1
1	Allowances in LG are determined by the position one holds					
2	I am paid monthly housing allowance.					
3	I am always paid transport allowance and this motivates me to perform better.					
4	I am always paid medical allowance and this motivates me to deliver better services.					
5	I am always paid lunch allowance and this motivates me to deliver better services.					
6	I am motivated by special allowances					

If you receive any other allowances and incentives other than those above list them.

…………………………………………………………………………………………………

....

Section C: For your non-financial rewards/motivators

C1: Promotion

(In this case 1= strongly disagree 2= disagree 3=undecided 4= agree 5= strongly agree) Please tick or mark the response you feel is most appropriate.

	Description of Statement	5	4	3	2	1
1	The local government sets clear criteria for promotions, based on merit and transparent procedures					
2	Promotion is based on performance in Local Governments					
3	I value promotions and they motivate me.					
4	Good performers are recognised and promoted					
5	The criterion for promotion is fair in LG					
6	Promotions in LGs are rare.					

C2: Working conditions, Responsibility and Recognition

(In this case 1= strongly disagree 2= disagree 3=undecided 4= agree 5= strongly agree) Please tick or mark the response you feel is most appropriate.

	Description of Statement	5	4	3	2	1
1	My Supervisors are supportive, help me to understand my work and this motivates me to deliver services better.					
2	There are good working conditions (health and safety) that motivate me to deliver better services					
3	I am always given responsibility (feeling that the work is important and having control over my own resources)					
4	Recognition is regularly done and this raises my morale to deliver better services					
5	I am given challenging work and opportunities for advancement					
6	Job security at the workplace is guaranteed and this motivates me to work better					

Others motivators e.g Praise and thanks, travel etc; Please specify
……………………………………………………………………………

……………………………………………………………………………

Section D: For your Training and re-training

(In this case 1= strongly disagree 2= disagree 3=undecided 4= agree 5= strongly agree) Please tick or mark the response you feel is most appropriate.

	Description of Statement	5	4	3	2	1
1	There is general awareness about existing training programs for staff in the district					
2	There are regular training opportunities offered to me and this motivates me to deliver services					
3	The nature of my work, the workload pressures and worker's perceived freedom, permit me to go for training					
4	There is supervisory encouragement to go for training including participation in seminars, workshops and conferences and this motivates me to work harder.					
5	The criteria for selecting participants for training is fair and acceptable					
6	During training we are provided with good training environment, and effective communication skills and this motivates me to ask for more training opportunities.					
7	Knowledge and skills gained from training are applicable to my work and enhance my capacity to deliver better services.					

Section E: For your participation in decision making

(In this case 1= strongly disagree 2= disagree 3=undecided 4= agree 5= strongly agree) Please tick or mark the response you feel is most appropriate.

	Description of Statement	5	4	3	2	1
1	I fully participate in decision making at my level and this motivates me to improve service delivery.					
2	I am rarely consulted before key decisions are made.					
3	Decisions are made by top leaders in the local government.					
4	Most decisions are collectively made through the relevant organs of the district council and committees.					
5	I am merely informed about decisions that have been taken.					
6	I fully participate in the implementation of the decisions made in the district					
7	Participation in decision making influences service delivery in the district.					

Do you have any comment on Motivation?

………

………………………………………………………………………………………………………

How would you want to be motivated?

………

………………………………………………………………………………………………………

Section F: Service Delivery

(In this case 1= strongly disagree 2= disagree 3=undecided 4= agree 5= strongly agree) Please tick or mark the response you feel is most appropriate.

	Description of Statement	5	4	3	2	1
1	The awarding systems of contracts for roads are fully operational (advertising, evaluation, notification of losers etc).					
2	The funds spent on construction, maintenance and rehabilitation of roads are					

		5	4	3	2	1
	commensurate with the work done.					
3	Resources for road works are allocated against costed work plans					
4	The shaping and drainage structures of roads are done as per specifications.					
5	Road works are done as per the bills of quantities (quality, thickness and compaction levels of marrum).					
6	All the work in the district roads and community access roads is completed as scheduled					
7	All district roads and community access roads are in good condition with motorists driving at an average speed of over 50 km per hour					
8	Road Management Committees are functional and meet regularly.					
9	The quality of contracts for roads in the district is satisfactory					

Are all the works in the sector done as per agreed specifications in the contract?

Please   specify

……………………………………………………………………………………………………

……………………………………………………………………………………………………

Section G: Personality Traits of Local Government Actors

(In this case 1= strongly disagree 2= disagree 3=undecided 4= agree 5= strongly agree) Please tick or mark the response you feel is most appropriate.

	Description of Statement	5	4	3	2	1
1	I am outgoing, open , social and this motivates me to do my work					
2	I always work hard to avoid warnings					
3	I always work hard to meet my deadlines.					
4	When promised a reward, I am motivated to work harder.					
5	I am always satisfied with assignments that allow me to learn new skills and be innovative					
6	I value and consider ethical implications of my work					
7	I feel deprived when cut off from interaction from outside world					
8	I prefer one- to-one communication and doing my work privately.					

Appendix 3: An Interview Guide for Local Government Actors in the works sector Isingiro District

Masters in Management Studies (MMS) Degree Programme at UMI

Dear Respondent,

This interview guide is designed to study aspects of "Motivation and Roads Service Delivery in the District Local Government in Uganda". The study is being conducted in Isingiro District. You therefore happen to have been selected as a key informer.

The information you provide will help the researcher and other stakeholders better understand how motivation influences roads service delivery in the district local government. Because you are one of the local government actors in the District, you are the one who can give a true picture of how you experience motivation in general and its influence on roads service delivery in the roads sector in particular.

Your response will be kept strictly confidential. Thank you very much for your time and interest in answering the questions.

Researcher
1. May I know your name Sir/Madam?
2. Are you an employee of the district/ local council member, or any other committee in the district?
3. For how long have you worked with the district?
4. How do you understand the term motivation?
5. In your own view, how do you think motivation influences roads service delivery in this district?
6. How would you describe motivation of Local Government Actors in the works sector of the District?
7. What do you think are the causes of poor motivation among Local Government Actors in your district?

8. What could be the reasons for poor rewards in the district?

9. What is your advice on how best to ensure that Local Government Actors in your district are motivated?

10. Would you like to say anything more about motivation of Local Government Actors and roads service delivery in your district and Uganda in general?

11. Does enhanced training and retraining of Local Government Actors contribute towards motivating them to deliver efficient services in the district?

12. Do you regularly participate in decision making within the district? Would you tell me how key decisions are made in the district and who makes them? Is every stakeholder involved in decision making?

13. How does participation in decision making of Local Government Actors influence roads service delivery in the district?

14. What is the level of participation of the people you represent in decisions that affect the condition of roads in the district?

15. What is the current condition of district roads and community access roads in the district?

16. What are the problems hindering efficient roads service delivery in the district and community access roads in the district.

17. What do you comment about your involvement/ participation in road development and maintenance?

Thank you very much for your time and interest in answers.

Appendix 4: Observation guide on study of motivation of Local Government Actors and roads service delivery in the works sector in Isingiro District

Section A: Observation of cases of low service delivery in the works sector in Isingiro District

- Road Maintenance

- Services provided on roads

- Shaping of roads

- Availability of culverts

- Availability of Drainage Channels

Section B: Observation of efforts towards improved roads service delivery

- Condition of roads

- Speed of vehicles on roads

- Construction of new roads

Appendix 5: Documents review check list on study of motivation of Local Government Actors and roads service delivery in the works sector in Isingiro District

-The final report on the review and restructuring of Isingiro district local government (April 2006)

-The district annual road maintenance work plan for the Financial Year 2010/2011.

- Participants Hand Book for Induction of Local Government Councils prepared by the Ministry of Local Government, (September 2007)

- Draft Policy Paper on the Transformation of the Uganda Public Service prepared by the Ministry of Public Service (July 2010), Kampala.

-Report of the 6th Annual Joint Transport Sector Review Workshop organized by the Ministry of Works and Transport at Speke Resort Munyonyo from October 25 – 27, 2010.

Appendix 6: Letter of Introduction from UMI to carryout research
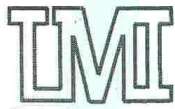
UGANDA MANAGEMENT INSTITUTE

Telephones:	256-41-4259722 /4223748 /4346620	Plot 44-52, Jinja Road
	256-31-2265138 /39 /40	P.O. Box 20131
	256-75-2259722	Kampala, Uganda
Telefax:	256-41-4259581 /314	Website: http://www.umi.ac.ug
E-mail:	admin@umi.ac.ug	

Your Ref:

Our Ref: G/35   30 July 2010

TO WHOM IT MAY CONCERN

MASTERS IN MANAGEMENT STUDIES DEGREE RESEARCH

Mr. Didace Twinomugisha is a student of the Masters Degree in Management Studies of Uganda Management Institute 19th Intake, 2009/2010 specializing in Public Administration and Management, Registration number: **09/MMSPAM/19/063.**

The purpose of this letter is to formally request you to allow this participant to access any information in your custody/organisation, which is relevant to his research.

His Research Topic is: *"Motivation of Local Government Actors and Service Delivery in the Works Sector in Uganda: A Case Study of Isingiro District".*

Benon C. Basheka
HEAD, HIGHER DEGREES DEPARTMENT

Appendix 7: Letter of Authorization from UMI to go for field data collection

UGANDA MANAGEMENT INSTITUTE

Telephones:	256-41-4259722 /4223748 /4346620	Plot 44-52, Jinja Road
	256-31-2265138 /39 /40	P.O. Box 20131
	256-75-2259722	Kampala, Uganda
Telefax:	256-41-4259581 /314	Website: http://www.umi.ac.ug
E-mail:	admin@umi.ac.ug	

Your Ref:

Our Ref: G/35

30 July 2010

Mr. Didace Twinomugisha
09/MMSPAM/19/063

Dear Mr. Twinomugisha,

FIELD RESEARCH

Following a successful defense of your proposal before a panel of Masters Defense Committee and the inclusion of suggested comments, I wish to recommend you to proceed for fieldwork.

Please note that the previous chapters 1, 2 and 3 will need to be continuously improved and updated as you progress in your research work.

Wishing you the best in the field.

Yours sincerely,

Benon C. Basheka
HEAD, HIGHER DEGREES DEPARTMENT

Appendix 8: The Approved structure for the Works Department in Isingiro district

```
                      ┌─────────────────┐
                      │    DISTRICT     │
                      │ ENGINEER – UIE  │
                      └─────────────────┘
                               │
        ┌──────────────────────┼──────────────────────────┐
        │              ┌────────────────┐          ┌────────────────┐
        │              │ (SUPERINTENDANT│          │     WATER      │
        │              │ OF WORKS–CIVIL–│          │   DEVELOPMEN    │
        │              └────────────────┘          └────────────────┘
┌────────────────┐             │                            │
│   MECHANICAL   │             │                            │
│ UNIT WORKS –   │             │                            │
└────────────────┘   ┌─────────┴────────┐           ┌───────┴──────┐
              ┌────────────┐   ┌────────────┐        │              │
              │  FOREMAN   │   │ ROAD UNIT  │        │              │
              │   WORKS    │   │  (ROAD     │        │              │
              └────────────┘   └────────────┘        │              │
                    │                          ┌──────────┐  ┌──────────┐
            ┌────────────────┐  ┌────────────┐ │ENGINEERI │  │ BOREHOL  │
            │ BUILDING UNIT  │  │ ENGINEERI  │ │   NG     │  │    E     │
            │  (ENGINEERING  │  │    NG      │ │ASSISTANT │  │ MAINTEN  │
            │ ASSISTANT – U7)│  │ ASSISTANT  │ └──────────┘  └──────────┘
            └────────────────┘  └────────────┘
```
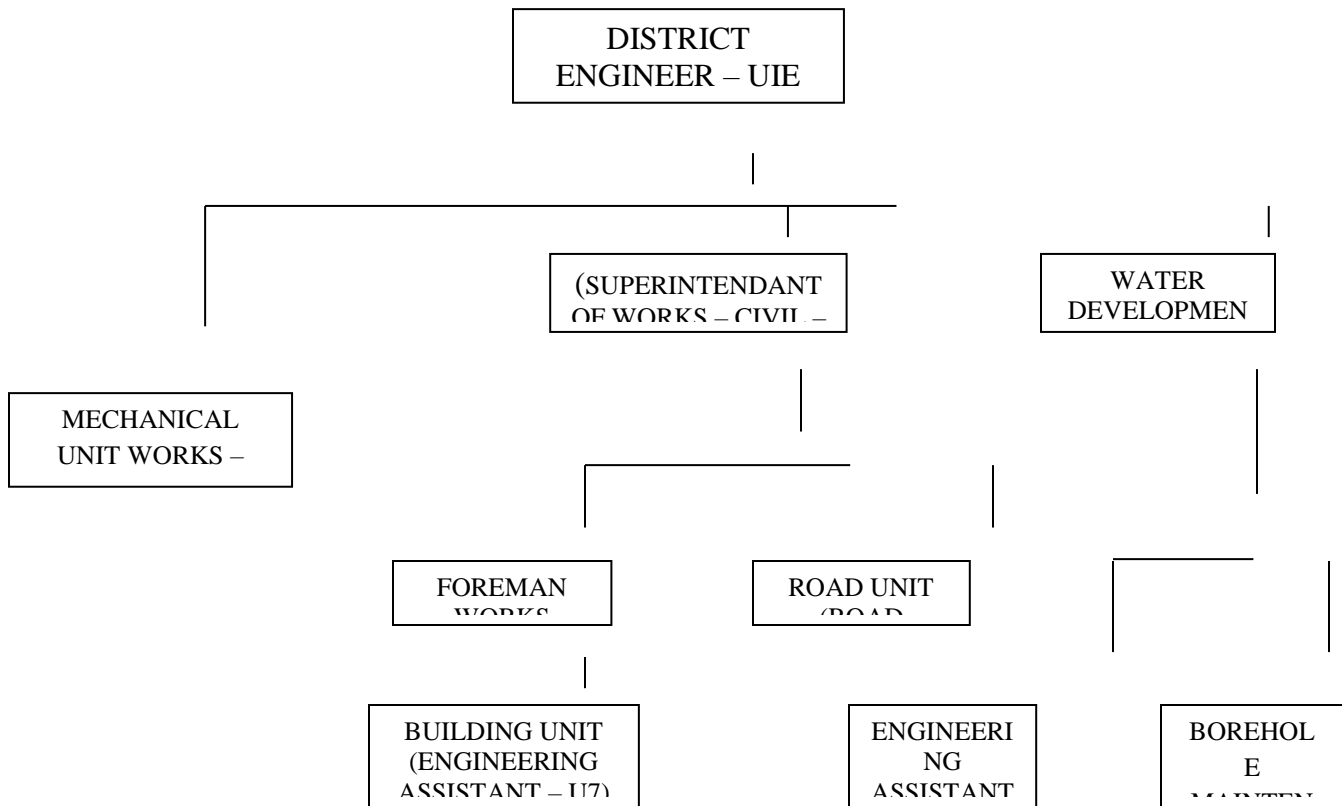
Administrative Support Staff:

Stenographer	U5	1 Office Attendant	U8	1
Office Typist	U7	1 Driver	U8	3
Plant Operator	U8	2 Machine Operator	U8	1

Source**: Final Report on the Review and Restructuring of Isingiro District Local Government (2006)**

Appendix 9: Unit Cost of Road Works

Isingiro District

Category of Work	Work Code	Description of Work	Unit of measurement	Unit Cost	
				US$/Unit/Year	'000 USh/Unit/Yr

Road Class: District Road – 1

Surface Type: Earth

Category of Work	Work Code	Description of Work	Unit of measurement	US$/Unit/Year	'000 USh/Unit/Yr
Routine	01.	Routine Maint: Condition Factor Band-1 (>0 – 1.5)	/Km		600
	02.	Routine Maint: Condition Factor Band-2 (>1.5 – 2.0	/Km		700
	03.	Routine Maint: Condition Factor Band-3 (>2.0 – 2.5)	Km		800
	15.	Routine Maintenance work (Work day basis)	/W.day		4
Periodic	05.	Periodic Maintenance – full	/Km		8,000
	06.	Periodic Maintenance – partial	/Km		6.000
	10.	Spot repair	/Km		8,000
Emergency Maint.	07.	Emergency Maintenance	/Km		1,500
Rehabilitation	09.	Rehabilitation – full	/Km		20,000
Bottleneck – Road	08.	Embankment filling	/m		300
Bottleneck– Structure.	101.	Bridge - new	/meter		7,000
	102.	Bridge – repair	/meter		600
	103.	Box culvert – new	/meter		300
	104.	Box culvert – repair	/meter		100
	105.	Drifts – new	/meter		600
	106.	Vented drift – new	/meter		4,000
	107.	Drift – repair	/meter		300
	108.	Pipe culvert – 1200mm	/meter		270
	109.	Pipe culvert – 900mm	/meter		210
	110.	Pipe culvert – 600mm	/meter		180
	111.	Pipe culvert – repair	/meter		100
	112.	Side drain	/meter		2

Appendix 10: Road conditions in Study areas in Isingiro District

Road Code	Road Name	Road Length (Km)	Maintainable Length	Not Maintainable Length	Earth Surface (Km)				Gravel Surface (Km)			
					Good	Fair	Poor/Bad	Earth Length	Good	Fair	Poor/Bad	Gravel Length
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)
6001	Nyakigyera-Omukatooma	15.30	5.700	9.00		7.300	7.400	15.300				0.000
6002	Mile 5-Rwentango-Kyabwemi	40.00	6.500	33.500	0.300	9.300	30.400	40.000				0.000
6006	Endiizi-Rwenshabeshebe-Omukatojo	25.60	25.600	0.000		0.400	10.300	10.700	0.600	14.300		14.900
6008	Rushongi-Kibengo	5.00	5.000	0.000					1.800	3.200		5.000
6009	Kaberebere-Ryamiyonga	23.60	9.400	14.200						5.400	18.200	23.600
6010	Nyakitunda-Kabuyanda	12.30	12.200	0.100	11.300	0.900	0.100	12.300				0.000
6011	Kamuli-Kyarugaaju-Kyeirumba	25.30	12.400	12.900		6.900	17.300	24.200		1.100		1.100
6012	Kaberebere-Nyarubungo-Ntamitsindo Masha (12 miles)	16.50	15.000	1.500		6.800	1.500	8.300		8.200		8.200
6013	Buhingiro-Rugaaga	10.40	10.400	0.000					10.400			10.400
6015	Kikagate-Rwamwijuka-Kaburara-Katanzi	23.00	23.00	0.000					23.000			23.000
6016	Kyera-Kibona-Kitooha	17.00	16.800	0.000					11.500	5.300		16.800
6017	Nyabyeya-Rukinga	5.00	0.000	5.000			5.000	5.000				0.000
6018	Omwichwamba-Ntungu-Omukatooma	7.00	7.000	0.000					3.500	3.500		7.000
6019	Ijumuriro-Kashojwa-Rubondo-Rwooma	23.00	0.000	23.000			19.000	19.000		4.000		4.000
6020	Kyanyanda-Kihanda-Rwenshekye-Mbaare-Bugango	21.00	11.600	9.400	1.100	2.200	9.400	12.700	8.300			8.300

Road Code	Road Name	Road Length (Km)	Maintainable Length	Not Maintainable Length	Earth Surface (Km)				Gravel Surface (Km)			
					Good	Fair	Poor/ Bad	Earth Length	Good	Fair	Poor/ Bad	Gravel Length
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)
6021	Kabingo-Igayaza-Katembe-Kyarugaaju	14.60	10.000	4.600	5.000	5.000		10.100			4.600	4.600
6023	Kabuyanda-Kaburara-Katanzi	7.00	7.000	0.000		7.000		7.000				0.000
6024	Ngarama-Kakamba-Omukatoogo	12.20	12.200	0.000	12.200			12.200				0.000
6025	Ruhiira Town Cell-Orurama Omukashansha	10.00	10.000	0.000		10.000		10.000				0.000
6026	Buhungiro-Byenyi-Juru	10.00	0.000	10.000			10.000	10.000				0.000
6027	Kayonza-Ibumba-Aharye'mwe	12.00	0.000	12.000			12.000	12.000				0.000
6028	Kyeirumba-Byaruha-Rugaagra-Kagarama	12.00	0.000	12.000			12.000	12.000				0.000
6029	Nyarubungo-Omukabira-NyamabaareBridge	5.00	0.000	5.000			5.000	5.000				0.000
6030	Nyarubungo-Kitanzi-Kihangire-Kamwani	12.00	0.000	12.000			12.000	12.000				0.000
6031	Kabuyonda-Mpoma-Karama	32.00	0.000	32.000			32.000	32.000				0.000
6032	Burembo-Nyamurungi-Busheeka	22.00	22.000	0.000		22.000		22.000				0.000
6033	Rwenturagara-Rutunga-Kemengo-Katooma	9.00	0.000	9.000			9.000	9.000				0.000
6034	Ngarama-Kigando-Bigasha-Ryabatuura	15.00	0.000	15.000			15.000	15.000				0.000
6035	Endiinzi-Mpikye-Obunazi-Ekiyonza	15.00	15.000	0.000					15.000			15.000
6036	Ngarama-Kyakabindi-Kahirimbi	28.00	0.000	28.000			28.000	28.000				0.000
Total:	**30 Nos Road**	**485.80**	**236.800**	**248.200**	**29.900**	**77.800**	**235.400**	**343.700**	**74.100**	**45.000**	**22.800**	**141.900**

19

Surface Type	Sections under the surface Type		Break-up of Section Length by Surface Condition		
	Length (Km)	% of District Total	% Good	% Fair	% Poor/Bad
Earth	343.70	71%	9%	23%	68%
Gravel	141.90	29%	9%	32%	16%

Source: Isingiro District Local Government Annual Road Maintenance Work plan (2010)

Appendix 11: Road conditions in the Sub-Counties of Ngarama, Kabingo and Isingiro Town Council

Ngarama Sub-County

	ROAD	DISTANCE (kms)	ROAD CONDITION		
			GOOD	FAIR	BAD/POOR
1.	Katindo-Ngarama-Kaseese	25			✓
2.	Mitooma-Kamutinda-Bushenyi	12			✓
3.	Kamatarisi-Biharwe-Kyabishaho	8		✓	
4.	Kyamburara-karerema-Kibwera	7			✓
5.	Kyajungu-kagaaga-kajaho	15			✓
6.	Katungamo-rwenshekye-kajaho	6			✓
7.	Kiguri-Bulumba-Rwenshama	13			✓
8.	Ruhiira-Kyakabindi-Kahirimbi	13			✓
9.	Katungamo-Rumeeya-Rurongo	10			✓
10	Bizeera-Bigasha-Kakamba	15			✓
11	Rwobuyagaza-Kyakabindi	5			✓
12	Kigando-Bigasha-Byabatuura	15			✓
13	Ngarama-Kakamba-Akatoogo	12			✓

Source: Sub County Technical Planning Committee report (2010).

Kabingo Sub-County

No	ROAD	DISTANCE(kms)	ROAD CONDITION		
			GOOD	FAIR	BAD/POOR
1	Kyeirumba – Byaruha – Rugaara -Kagarama	12			✓
2	Kyarugaaju – Kyabweme - Kagogo	10			✓
3	Nyakigyera – Nyakibaare - Nyamuyanja	10			✓
4	Kabingo – Kabibi - Kyabinunga	14			✓
5	Kabingo – Ryamihini – Kitura - Kyabinunga	10			✓
6	Kyarugaaju – Rubira - Kayonza	8			✓
7	Kyarugaaju - Nyakagyera - Katembe	10			✓
8	Katembe – Omukihogo – Rwabashandura - Bitooma	8			✓
9	Kyeirumba – Kicwekano - Kagarama	8			✓
10	Nyakigyera – Kyebikara - Buharwe	4			✓
	Sub- total	94			

Source: Isingiro District Local Government Annual Road Maintenance Work plan 2010/2011

Isingiro Town Council

i	ii	iii	iv	v	vi	vii	viii	ix	x
Link No.	Road Name	From	To	Road length	Function	Existing/ opened	Av. width	Pavement surface	General road condition
001	Market street	Main street	Isingoro T/ Council Hqtrs	0.7 Km	Commercial	opened	8m	Tarmac	Very Good
002	Sonko street	Salaama-Rwengiri Road	Ruhimbo-Kamuri Rd	1.1 km	Commercial and residential	opened	6m	Murram	Good
003	Salamah-Rwengiri Rd	Main street	Rwengiri	5.6km	Commercial and residential	opened	6m	Earth	Fair
004	Ruhimbo-Kamuri Rd	Sonko street	Kamuri	5km	Commercial and residential	opened	6m	Earth	Fair
005	Rwakaberegye-Katembe	Rwakaberegye	Katembe	9km	Commercial and	opened	6m	Murram	Good

006	Main street	Mabona	Kyeirumba	10km	residential Commercial and residential	Existing	7m	Murram	Good
007	Igayaza road	Ryakatimba	Kaharo	4km	Commercial and residential	Existing	6m	Earth	Very Good
008	Ryakatimba-Nyakisharara	Ryakatimba	Nyakisaharara	2.7km	CAR/Resident	Existing	6m	Earth	Very Good
009	Rwenkuba-Kyabishaho Rd	Rwenkuba	Kyabishaho	10.8km	Commercial and residential	Existing	7m	Earth	Very Bad
010	Kyeirumba-Kyamusyoka Rd	Kyeirumba	Kyamusyoka	9km	CAR/Resident	Existing	7m	Earth	Very Bad
011	Mbaare-Kagarama (Bagairusya) Road	Kikagate Road	Kagarama Border	2.7km	CAR/Resident	Existing	6m	Earth	Very Bad
012	Mebro Road	Kikagate Road	Bagairusya Road	1.4km	CAR/Resident	Existing	6m	Earth	Very Bad
013	Bidondo street/Road	Sonko Road	Bukanga Road	0.5km	Commercial	Not opened	8m	Earth	Very Bad
014	Burezi street/Road	Bidondo Road	Kikuusi Road	2.8km	Commercial	Opened	8m	Earth	Very Bad
015	Taxi/Bus Park Roads	Kikagate Road	Bukanga Road	1.5km	Commercial	Not opened	-	-	-
016	Church Road	Salaama-Rwengiri	Kamuri Road	2.3km	Commercial	Opened	8m	Earth	Very Bad
017	Mirengye street/Road	Bukanga Road	Ekitindo-Mabona Rd	3.6km	Commercial	Not opened	-	-	-
018	Ryamihini-Kitura Road	Main street	Ryamihini	3.2km	CAR/Resident	Existing	6m	Earth	Very Bad
019	Mabona Link Road	Mabona T/Centre	Mabone T/centre	4km	CAR/Resident	Existing	6m	Earth	Very Bad
020	Kyabishaho-Kacunuzi Rd	Dubai Market	Kacunuzi	4.5km	CAR/Resident	Existing	6m	Earth	Very Bad
021	Isingiro-Humura Road	Isingiro Town	Humura	7.2km	CAR/Resident	Existing	6m	Earth	Very Bad
022	Isingiro-Kikuusi Road	Isingiro Town	Kikuusi fishing ground	9.8km	CAR/Resident	Existing	6m	Earth	Very Bad
023	Rwekubo-Kakunyu Road	Rwekubo	Kakunyu T/centre	2.4km	CAR/Resident	Existing	6m	Earth	Very Bad
024	Kahirimbi-Rwekubo Road	Kahirimbi weekly market	Omukatogo	4.65 Km	Car/Resident	Existing	6m	Earth	Very Bad
025	Katwenge Road	Katwengye T/C	Katwengye Fishing	2.4Km	Car/Resident	Existing	6m	Earth	Very Bad

			ground						
026	Rwembwa Road	Omukitindo	Rwembwa	2.15Km	Car/Resident	Existing	6m	Earth	Very Bad
027	Rwembwa-Salamah Road	Omukitindo	Junction with Salamah-Rwengiri road	1.7Km	Car/Resident	Existing	8m	Earth	Very Bad
	TOTAL ROAD NETWORK IN ISINGIRO TOWN COUNCIL			**115.9 Km**					

Source: Isingiro District Local Government Annual Road Maintenance Work plan 2010/2011

Appendix 12: Map of Uganda showing the location of Isingiro District