

**EMPLOYEE EMPOWERMENT AND SERVICE DELIVERY IN NATIONAL  
WATER AND SEWERAGE CORPORATION,  
KAMPALA UGANDA**

**BY**

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**DECLARATION**

I Torach Martin Lawrence, hereby declare that this work is a result of my own effort and has never been submitted for any academic award in any other institutions of higher learning.

**SIGN:** .....

**DATE:** .....

**APPROVAL**

The work reported in this thesis has been done by the candidate under my guidance and supervision.

SUPERVISOR

Dr. Eric Mabonga

Sign: ..... Date: .....

## **DEDICATION**

I dedicate this piece of work to my beloved family and friends who have supported me financially, academically and morally during my course of study.

## **ACKNOWLEDGEMENT**

I thank the Almighty God the provider of knowledge and wisdom for seeing me throughout my studies and for enabling me to undertake my research successfully, without his grace I wouldn't have made it.

Special thanks go to my family and friends

I extend my deep appreciation to my supervisor for the guidance and advice provided during the study that made it possible for me to successfully complete this report.

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May Almighty Lord bless you abundantly!

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## **LIST OF ACRONYMS**

CVI	CONTENT VALIDITY INDEX
DV	DEPENDENT VARIABLE
IV	INDEPENDENT VARIABLE
LSD	LOGISTICS SERVICES DEPARTMENT
NWSC	NATIONAL WATER & SEWERAGE CORPORATION
SPSS	STATISTICAL PACKAGE FOR THE SOCIAL SCIENCES

## **ABSTRACT**

The study aimed establishing the effect of employee empowerment on service delivery in NWSC, Kampala Uganda, three specific objectives guided this study and these were i) determining the effect of employee autonomy on service delivery in NWSC, Kampala Uganda; ii) establishing the effect of staff involvement on service delivery in NWSC, Kampala Uganda and (iii) to establish the effect of psychological empowerment on service delivery in NWSC, Kampala Uganda. The study adopted the following design; cross-sectional survey research design was used because data was drawn/collected from a wide spread of respondents and linear regression analysis was used to establish the significant effect of Employee empowerment on service delivery. The study used a sample size of 214. The findings indicated that employee autonomy significantly affects service delivery in NWSC, the findings also proved a significant effect staff involvement has on service delivery in NWSC, and there is a positive significant effect psychological empowerment has on service delivery in NWSC. The researcher concluded that; staff involvement in decision making can be used to obtain views about processes such as job evaluation, pay determination and performance management in order to assess their effectiveness and the degree to which employees feel they are fair, involving staffs in decision making can help to elicit views about personnel policies and how they operate in such areas as equal opportunity, employee development, and health and safety, psychological empowerment significantly affects service delivery by enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information. The researcher recommended that; the management of national water and Sewerage Corporation need to give autonomy to employees for certain tasks, the employees can be allowed to set targets and work towards achieving them.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

This study is about examining the relationship between employee empowerment and service delivery in National Water and Sewerage Corporation (NWSC), Kampala Uganda. This chapter covers the background, problem statement, purpose, objectives, research questions, scope and significance of the study.

### **1.1 Background to the study**

The study background is presented in four major perspectives, which have been divided as follows: historical, theoretical, conceptual, and contextual (Amin, 2005).

#### **1.1.1 Historical Perspective**

According to Mohammad, Heidar and Asgar (2011) notes that employee empowerment have prevailed in literature for many years. However, Mohammad et al (2011). indicates that theoretical research on psychological empowerment is a recent thing. According to Hancer and George (2003).the origin of empowerment can be traced to the theory developed by Douglas McGregor that emerged in the field of organizational behavior. McGregor developed a theory named "Theory Y," based on the notion that employees' motivation, productivity, and participation can be attained and enhanced by designing more autonomous and flexible jobs.

Globally, interests in improved service delivery is wide spread and long standing. The rapid expansion and uncontrolled growth of cities and urban centers have created previously unimaginable competition and problems in the desire to offer better quality services to the varsity clients with differing interests and backgrounds (Rondinelli, 1983). Many corporations in various countries world over have been finding difficulty in providing solutions to the problem of poor quality of services right from the era of Monk Lucas Pacioli (1494) to the present period of massive production and consumption.

Throughout the late nineteenth century to the early twentieth century, governments in Europe, North America and even Japan faced rapidly increasing demand for locally provided services (Reid & Smith, 2010).

The governments' capacity to govern the economy has always been enhanced through institutionalization of government-business relationships, economic planning and collection and processing of social-economic statistics and so on (Fritzen, Scott, 2000). Although the contemporary idea of decentralization as a public sector reform agenda takes the form of a historical set of theories and reform measures, the policy idea of governmental corporations which came to the fore before 1970s was built upon the development of the state structures in industrialized countries.

Essentially, the idea of parastatals was postulated either as an attempt to create a more effective welfare state or to cut it back, or some mixture of both. On the other hand, stable economic growth was a vital condition for the state to sustain welfare state policy. Social security programs were to be funded by abundant present and future revenues, and economic growth had to secure quasi-full employment to limit social expenditures for income maintenance (Rebecca, 2014). In the area of social policy, social welfare services (including provision of water, education, health and so on) had become relatively more important than they were in the past (Hofstede, 2007).

The provision of public goods and services has been an important aspect of socioeconomic development. Access to basic services such as clean water and sanitation, health care, schooling and transportation enhances citizens' well-being (Anderfuhren-Biget, Varone and Giauque, 2014). It has been believed that access to better roads and telecommunications systems lowers transaction costs, leading to improvements in trade and economic activities (Xu, 2013). In spite of the importance of public services to individuals and nations, the World Bank's World Development Report (2004) found large variations in the quality and quantity of public goods and services

across developing countries and within under developed countries. This questions public organizations performance in these countries.

According to Kadir, Abdullah and Agus (2000) the public sectors of different countries were shaped by many factors, but they share common challenges. Those challenges make public sector performance management more complex than it is in the private sector, where a generally simpler environment and more efficient evolution of best practice allowed organizations to benefit from tools and insights that are the envy of public sector managers (Curry & Herbert, 1998). The performance of public institutions (like National Water & Sewerage Corporation) is measured in terms provision of public services (services provided by government to people living within its jurisdiction, either directly or indirectly by financing provision of services). For a long time in human history and since the advent of central governments, it was believed that certain services should be available to all people, regardless of their income. Even where public services are neither publicly provided nor publicly financed, for social and political reasons they are usually subject to regulation going beyond that applying to most economic sectors (Xu, 2013). The organization of the public sector can take several forms, including: Direct administration funded through taxation; the delivering organization generally has no specific requirement to meet commercial success criteria, and production decisions are determined by government.

According to Sue; Lewis, Gregory (2004) the performance of public sector is affected by slow decision making because of government limited authority accorded to public officers. Therefore, empowerment of employees can help improve performance of such organizations. According to McGregor, Eugene, Campbell, Macy, John and Cleveland (1982). empowered employees are productive, loyal and eager to contribute their ideas. Such employees provide exceptional service and are experienced the first-hand. They have the power to make decisions without a supervisor. They are entitled to go off script, bend the rules, do what they see fit if they believe it is the right thing to do for the customer. More than any other kind of employee, the empowered employee is able



to create a feeling of true customer service that ultimately yields much greater customer loyalty (Weiss, 2012). Despite the recognized importance of employment in improving the quality of service delivery in both private and public sector, few studies in Uganda have been conducted in this area. This motivated the current study.

Kanter's theory of structural empowerment focuses on the structures within the organization rather than the individual's own qualities (Bradbury-Jones, Sam brook, & Irvine, 2007). Kanter believes that a leader's power will grow by sharing the power through empowering others and as a result, leaders will realize increased organizational performance (Fox, 1998). Furthermore, Kanter posits that with tools, information, and support, people's skill base will improve, they will increasingly make informed decisions and overall accomplish more, thereby benefiting the organization as a whole (Fox, 1998).

According to Kanter, two systemic sources of power exist in organizations, these being formal and informal power. Formal power is that which accompanies high visibility jobs and requires a primary focus on independent decision making. Informal power comes from building relationships and alliances with peers and colleagues (Wagner, 2010). The six conditions required for empowerment to take place according to Kanter include; Opportunity for advancement, access to information, access to support, access to resources, formal power and informal power. These six conditions are what many organizational behaviorists have based their work and studies on. The basis of structural empowerment and psychological empowerment is derived from Kanters work in the 1970's. They are identified as distinct sources of organizational power (Wagner, 2010). By providing these conditions to employees; it has been found that there is increased job satisfaction, commitment, trust and a marked decrease in job burnout. Kantor's theory has proven to have measurable impact on employee empowerment and job satisfaction as well as organizational

morale and success. It has also been noted that employee retention rates improve when empowerment principles such as decreased work pressure, greater peer cohesion, support from supervisors, and staff autonomy are put in place (Krebs, Madigan, & Tullai, 2011).

### **1.1.2 Theoretical Perspective**

The study will be based on theory X, Y and Z. Theory X and Y were developed by Douglas McGregor first proposed dividing management styles into Theory X and Y in 1960 while working at MIT's Sloan School of Management. Proponents of Theory X management style believe that employees cannot be trusted to work hard without constant supervision and threats. Therefore, Theory X managers must provide detailed instructions and supervise each activity (Cole, 2004). Whereas Theory X presumes employees detest work and avoids accountability and is annoyed simply by fiscal considerations, Theory Y takes a more optimistic view of human life, assuming that employees would favor to exercise self-control and donate to the organization so as to assemble their needs for self-actualization. Theory Y managers believe that people want to work and be productive. Theory Y managers take advantage of employee's self-direction to get work accomplished and see their role as a facilitator who removes barriers, rather than a Theory X disciplinarian (Cole, 2004). Theory Y managers advocate for more employee empowerment than theory X managers.

In 1981, William Ouchi created the Theory Z management style that combined Japanese and key American management strategies. According to Ouchi, Theory Z management style expects employee involvement in all aspects of organizational decision making. The theory emphasizes trust, long-term relationships and encourages employees to take independent action guided by an overall company mission or philosophy (Cole, 2004).

### **1.1.3 Conceptual Perspective**

Empowerment is defined as a process of awareness and capacity building leading to greater participation, to greater decision-making power and control, and to transformative action (Valarie, Bitner & Dwanyne, 2006). Many components of employee empowerment have been described in management literature and some of these facets include personal control over job performance, awareness of business strategies and higher accountability for performance outcomes (Bowen & Lawler 1995). In this study empowerment is conceptualized as autonomy and involvement in decision making, and psychological empowerment while service delivery is conceptualized as reliability, responsiveness and assurance of good service to customers.

### **1.1.4 Contextual Perspective**

This study is undertaken in National Water and Sewerage Corporation (NWSC) which is a public utility company 100% owned by the Government of Uganda. The Corporation was established in 1972 under Decree No: 34. At its inception in 1972, the Corporation operated in three (3) major towns of Kampala, Jinja and Entebbe. These laws were revised in 1995 by the NWSC Statute and later on the statute was incorporated in the Laws of Uganda as CAP 317 (Laws of Uganda 2000).

The extent of management of many public institutions in Uganda has generally remained poor, especially in many sectors of government. Ahmad, Brosio, and Gonzalez (2006). have also reported poor quality of public services in Uganda as compared to private services. Although in terms of financial performance the corporation has been doing well, in terms of providing reliable and sustainable water services to the area under its jurisdiction, it still remain unreliable as under some instances water is cut off from some areas for periods exceeding weeks and this does not occur because of limited capacity only but also decision making. Some technical workers are not empowered to take certain decision because of bureaucracy and as a result the quality of services they deliver to the public becomes unreliable and unsustainable.

## **1.2 Statement of the Problem**

Empowering public servants in public sector organizations is to improve the performance of these institutions in terms of providing sustainable public services, efficiently and effectively. However, in National Water and Sewerage Corporation (NWSC) it is not the case as the services provided by the corporation are less reliable, cost ineffective and not sustainable (Mukasa, 2014). This is because water services provided by the corporation are sometimes cut off for longer periods moreover in water sensitive areas like hospitals schools and congested urban dwellings. Besides that, even the nature of response to damages on water system is not adequate as when there occur, water pipe bursting, the staff take long to respond, a situation that cause loss to the Corporation and a lot of water flows with no accountability. This means that NWSC has fallen short in providing quality and value for money water service to the area of their jurisdiction as some people do not have access to water services as when they need it and customer service is still below the expectation of the public. This study therefore in intended to find out how empowerment of staff may impact on service delivery in NWSC.

## **1.3 General objective of the study**

The general objective of this study is to examine the effect of employee empowerment on service delivery in NWSC, Kampala Uganda.

### **1.3.1 Specific objective of the study**

This study is guided by the following research objectives;

- i) To determine the effect of employee autonomy on service delivery in National Water and Sewerage Corporation, Kampala Uganda.
- ii) To assess the effect of staff involvement in decision making on service delivery in National Water and Sewerage Corporation, Kampala Uganda.
- iii) To establish the effect of psychological empowerment on service delivery in National Water and Sewerage Corporation, Kampala Uganda.

## **1.4 Research questions**

This study attempts to answer the following questions;

- i) What is the effect of employee autonomy on service delivery in National Water and Sewerage Corporation, Kampala Uganda?
- ii) What is the effect of staff involvement in decision making on service delivery in National Water and Sewerage Corporation, Kampala Uganda?
- iii) What is the effect of psychological empowerment on service delivery in National Water and Sewerage Corporation, Kampala Uganda?

## **1.5 Hypothesis**

- i) **Ho<sub>1</sub>**: Employee autonomy has no significant effect on service delivery in National Water and Sewerage Corporation, Kampala Uganda.
- ii) **Ho<sub>2</sub>**: Staff involvement in decision making has no significant effect on service delivery in National Water and Sewerage Corporation, Kampala Uganda.
- iii) **Ho<sub>3</sub>**: Psychological empowerment of employees has no significant effect on service delivery in National Water and Sewerage Corporation, Kampala Uganda.

## **1.6 Scope of the Study**

### **1.6.1 Geographical scope**

The study was conducted at the headquarters of National Water and Sewerage Corporation (NWSC) located on plot 39 Jinja road, Kampala Uganda. The headquarters has 458 employees attached to it and serves the other areas within the country.

### **1.6.2 Content scope**

Employee empowerment includes autonomy, involvement in decision making and psychological empowerment. Measuring of these elements is confined to the perceptions of the employees and the views of managers. On the other hand, service delivery is investigated by measuring reliability of services and the extent to which there is responsiveness, and assurance in the delivery of NWSC services.

### **1.7 Significance of the study**

The proposed research is significant mostly due to the fact that employee empowerment is now gaining ground in Ugandan public sector. Therefore, an empirical study in this area is expected to inform the stakeholders of how empowerment of employees has been able to improve performance of NWSC.

The management of NWSC may be able to use the information to know how employee's empowerment can affect organizational performance. To encourage employee empowerment in utility management for example business focused enterprises to direct their efforts to employee empowerment so as to improve performance of organizations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter covers the review of conceptual literature on employee empowerment and service quality, based on conceptualizations and operationalization of other authors, from which the researcher derives the operational elements to investigate the study variables. The chapter also presents the theoretical review and empirical reviews on the relationship between employee empowerment and service delivery.

#### **2.1 Theoretical Review**

##### **2..1.1 Expectancy Theory (Victor Vroom, 1964)**

Individuals are constantly predicting likely future outcomes and create expectations about future events. If things seem reasonably likely and attractive, they know how to get there. Individual's effort depends on their characteristics and role to make the difference, this will motivate us to act to make this particular act come true. Expectancy theory suggests that motivation is based on how much we want something and how likely we think we are to get it. The formal framework of expectancy theory was developed by Victor Vroom (1964). This framework states basically that motivation plus effort leads to performance, which then leads to outcomes. According to this theory, three conditions must be met for individuals to exhibit motivated behavior: Effort-to performance expectancy must be greater than zero; performance to-outcome expectancy must also be greater than zero; and the sum of the valances for all relevant outcomes must be greater than zero. Effort-to-performance expectancy is the individual's perception of the probability that effort will lead to high performance.

This expectancy ranges from 0 to 1, with 1 being a strong belief that effort will lead to high performance. Performance-to-outcome expectancy is the individual's perception that performance will lead to a specific outcome. This expectancy ranges from 0 to 1.

A high performance-to-outcome expectancy would be 1 or close to it. Outcomes are consequences of behavior. An individual may experience a variety of outcomes in an organizational setting. Each outcome has an associated valence, which is an index of how much an individual desires a particular outcome. An outcome that an individual wants has a positive valence. An outcome that the individual does not want has a negative valence. When the individual is indifferent to the outcome, the valence is zero. Porter and Lawler extended the basic expectancy model by suggesting that high performance may cause high satisfaction. When performance results in various extrinsic and intrinsic rewards, the individual evaluates the equity of these various rewards relative to the effort expended and the level of performance attained. The individual is satisfied if the rewards relative to the effort expended and the level of performance attained. The individual is satisfied if the rewards are felt to be fair.

### **2.1.2 Douglas McGregor Theory X and Theory Y (1960)**

The study was underpinned by the Douglas McGregor Theory X and Theory Y (1960);

#### **Theory X**

Theory X is based on assumptions regarding the typical worker. Theory X shows that an employee has little to no ambition, shies away from work or responsibilities, and is individual goal oriented. Generally, Theory X style managers believe their employees are less intelligent than the managers are, lazier than the managers are, or work solely for a sustainable income. Due to these assumptions, Theory X concludes the typical workforce operates more efficiently under a "hands-on" approach to management. The 'Theory X' manager believes that all actions should be traced and the responsible individual given a direct reward according to the outcomes at work. This rewarding style is more effective when used in a workforce that is not intrinsically rewarded to perform. It is usually exercised in professions where promotion is infrequent, unlikely or even impossible and where workers perform repetitive tasks (Dimink, 2012).



According to McGregor, there are two opposing approaches to implementing Theory X: the "hard" approach and the "soft" approach. The hard approach considers keen supervision, intimidation, and punishment. This approach can potentially yield a hostile, minimally cooperative work force that could harbor resentment towards management. The soft approach is the literal opposite, characterized by leniency and less strictly regulated rules in hopes for high workplace morale and therefore cooperative employees. Implementing a system that is too soft could result in an entitled, low-output workforce. McGregor believes both ends of the spectrum are too extreme for efficient real world application. Instead, McGregor feels that somewhere between the two approaches would be the most effective implementation of Theory X (Gary, 2011).

The theoretical foundations of employee empowerment and its linkage to other variables like service delivery, employee performance, job satisfaction and customer satisfaction, to mention but a few, is mainly attributed to the works of McGregor (1960) when he developed his theory X and theory Y. The theory is based on assumptions of the kind of management style that make workers more productive and hence make an organization more effective and efficient. The system of management put in place by an organization through its managers, as well as the way employees relate with the management or the way management views and treats the employees can set the pace at which work is done and the quality of service customers will receive and hence the satisfaction levels of customers and their decision to come back for the same service again and again. Douglas McGregor's Theory X and Y, and William Ouchi's Theory Z have all proven to be useful in the management field in this line. Many companies have successfully integrated similar economic and human resource systems from Theories X, Y and Z. These theories have been the major factor behind success of many American companies (Cole, 2004).

Within the perspectives of theory Y, McGregor asserted that naturally, employees have the desire to work and always want to be productive. It is further asserted within theory Y that employees have the self-direction to get work accomplished and so a manager should only take on the role of a facilitator who removes barriers, rather than a Theory X disciplinarian (Cole, 2004). In line with Ouchi's theory Z, it is believed that managers expect employee involvement in all aspects of organizational decision making. Like theory Y, Ouchi emphasizes trust, long-term relationships and encouraging employees to take independent actions guided by an overall company mission or philosophy (Cole, 2004). Theory Y and Z therefore emphasize empowerment of employees in doing their tasks that is when they can be more productive. They emphasize employee trust, facilitation and support, involvement in decision making, autonomy and good relationship with management. They see the employee as a partner in achieving the mission, vision, goals and objectives of the company.

On the other hand, a theory X manager thinks that employees need control and direction from management. Adherents of Theory X management style believe that employees cannot be trusted to work hard without constant supervision and threats. Therefore, managers must provide detailed instructions and supervise each activity (Cole, 2004). Theory X emphasizes three important elements of employee empowerment, which affect the extent to which they do work and are conventional in today's management of human resources. These include constant supervision, giving employees detailed work instructions and motivation. The theory however, emphasizes two management principles (threats and distrust of employees) which many contemporary managers believe are unconventional and disempower employees, hence reducing their productivity.

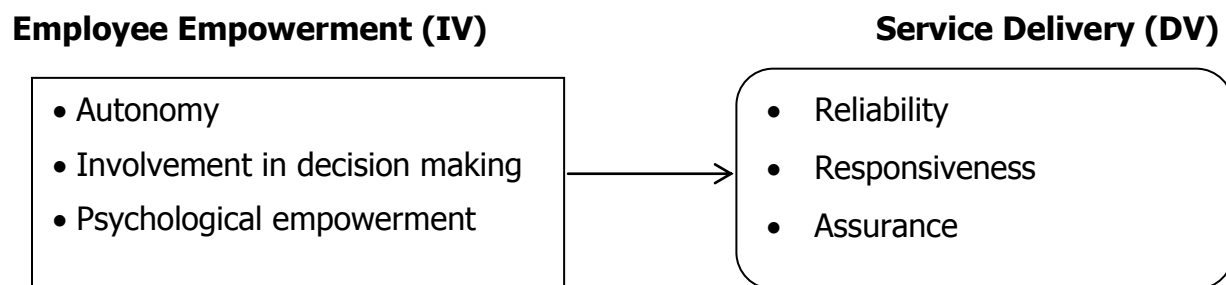
Many researchers have tested the relevance of these theories to the management of organizations in general and human resources in particular. Researchers like Nakata (1992) and Carpenter (2004) have indicated that the way employees perceive the management styles of their bosses is likely to impact on their job satisfaction. According

to the implications of theory Y, if employees perceive their manager to be authoritative, they put less effort and their performance will be lower as compared to where they perceive their manager to be exercising a participative style. Chapman (2002) explained most that people who prefer theory Y managers are uncomfortable with dictatorship and are likely to be less productive and tend to seek alternative situations. Unlike in many companies of developed countries like USA and Japan, where these have been empirically tested, in Uganda, few companies and researchers have conducted such studies to examine the extent to which the propositions of these theories are valid in Ugandan situation. This study helped to cover this theoretical gap in the context of NWSC, Kampala Uganda.

## 2.2 Conceptual frame work

As indicated in the conceptual framework (Fig. 1.1), this study examined the effect of employee empowerment on service delivery.

**Figure 2.1: Conceptual frame work**



Source: As reviewed from Parasuraman et al (1988); Sureshchander et al (2002); Looy et al. (2003).and Scott et al. (2004).

From the Fig. 2.1, it is indicated that employee empowerment is the independent variable studied in terms of what is transferred to employees in the process of empowerment that is autonomy, training, involvement in decision making and support and facilitation. Service delivery in this case is the dependent variable studied in terms of the extent to which the customers of NWSC are satisfied with the reliability, responsiveness, and assurance of the services they receive. It is expected that the more

employees are empowered, the levels of service reliability, tangibility, responsiveness, assurance and empathy will be high and so the more customers will be satisfied with such aspects.

Employee empowerment leads to increased Productivity, Efficiency and Effectiveness because managers are freed up to be coaches, mentors and advisers. Use of teams increase productivity and reduced costs. Empowered employees are able to improve service delivery within their sphere of operations, thus enabling cost savings. Empowerment sparks new ideas and concepts throughout the organization, including ways to reduce waste and increase productivity and efficiency (Bednarz, 2012).

Empowered people also are more motivated, leading to better performance and higher productivity. Employees often have excellent ideas about how productivity can be improved and costs reduced within their company. Often, they do not share these thoughts with their superiors, as they feel unsure whether their contributions will be appreciated (Kwalker, 2013).

According to National Water & Sewerage Corporation Strategic Direction for the year 2016 -2021 it outlines to undertake cost effective programmes that will reduce production plant downtimes, increase water production, reduce water stressed areas and ensure satisfactory water quality for customers. It also undertakes to enhance viability through growth of customer base, optimized operations and improved supply reliability.

The strategic direction also outlines to increase service coverage through systematic takeover of towns, continuous network expansion and intensification as well as proactive growth of the customer base with social equity considerations

## **2.3 Review of related literature**

The review of related literature was presented following the study objectives;

### **2.3.1 Effect of employee autonomy on service delivery**

Ripley and Ripley (1992) assert that an effective job should provide substantial freedom, independence and discretion to the employee in determining the procedures to be used in carrying it. Job with high degree of autonomy creates a sense of responsibility and greater job satisfaction in the employee(s). However Spatz (2000) examined the effects of managerial behavior (i.e., initiation of structure and consideration) and job autonomy on industrial salesperson's job satisfaction. The study findings suggested that perceived job autonomy was an important antecedent to job satisfaction among salespersons from all three countries. Surprisingly, little differences were observed in the impact of managerial initiation of structure and consideration on job satisfaction among the sales personnel from three countries. The investigator therefore feels that effect of job autonomy vary according to the hierarchical levels of employees.

Bowen and Lawler (1995) indicated that if it is proved that job autonomy improves job commitment, it can be suggested to industrial proprietors to give more job autonomy to their employees at different hierarchical level to have high job commitment. High job commitment would then lead to higher profit for the organization and high degree of autonomy in employees at different hierarchical level provides a greater role for workers in setting their own goals and pursuing plans to achieve them.

Looy (2003) noted that autonomy and feedback are the more important elements in deciding motivating potential compared to skill variety, task identity, or task significance. Moreover, note how the job characteristics interact with each other in this model. If someone's job is completely lacking in autonomy (or feedback), regardless of levels of variety, identity, and significance, the motivating potential score will be very low. Organizational hierarchies are normally based on a combination of rank and

function and this is reflected in job titles (marketing director; quality manager; production supervisor; personnel assistant) that indicate both levels of position held in the hierarchy and also the nature and mix of expertise and responsibility. It is a determinant of some workplace attitudes.

Autonomy of employees is viewed as allowing employees the absolute freedom (autonomy) to do the job so that when a non-routine exception occurs employees do not need to find someone who can make decisions for them (Mohr-Jackson, 1992). Bowen and Lawler (1995) noted that the definition of empowerment as it relates to service employees may take on many meanings, such as allowing employees to decide how they will greet a customer, to giving employees almost unlimited discretionary spending power to recover from any service problem" Hackman and Lawler (1971) defined autonomy for employees as the extent to which employees have a major say in deciding on procedures to be followed.

While empowered employees may have a feeling of autonomy, they need to be trained to make appropriate decisions and to develop an awareness of customers' concerns (Hart et al., 1990). There is need to set up reasonable boundaries (through training) for the empowered employees to take agreeable actions (Bowen & Lawler, 1995). In addition to appropriate decision making trainings, employees are also trained to provide courteous service to customers. Many researchers have indicated that training can enhance courteous behaviors among employees and increase customer satisfaction with the service (Johnson & Fawcett, 1994). Johnson (1996) further indicates that training in topics such as dealing with angry customers and how to deliver quality service is an important part of customer service training. Empowered and trained employees see things with a managerial eye than those who are not trained.

### **2.3.2 Effect of staff involvement on service delivery**

Vogt (1997) noted that the spirit of good attitude towards work by employees can be boosted if employee involvement in decision making is taken into consideration by management. The debate on human resource management policies and practices focused on hard and soft versions of human resource management. The hard version of human resource management emphasized on resource and adopted the rational approach to managing employees as any other economic factor. The soft version of human resource management as described by Storey (1995) involves treating employees as valued assets, a source of competitive advantage through their commitment, adaptability and high quality of skills, performance and so on.

Spice and Gilbert (1991) advised the managers to give authority to workers in making decisions for maximum utilization of human capital. Dobbs (1993) stated that empowerment enhances the performance of workers and improves the work environment of workers. Caring, respectful behavior and encouraging the employees improve the quality and interest of the workers in the job. Many managers have been found unsuccessful in creating empowerment by creating direct reporting channels, while if the employees were empowered with a common vision, it would ensure the success of all concerned. Promoting corporate values within the organization and ensuring their enforcement would be an effective and practical mode for enhancing corporate performance.

Armstrong (2001) observed that even if the rhetoric of human resource management is soft, the reality is often hard, with the interests of the organization prevailing over those of the individual. The foregoing raises the question as to what role does employee involvement in decision making play in organizations. What effects do employee involvement in decision making have on workers' performance? How are workers involved in decisions on issues concerning pay determination, training and development, grievance resolution and health and safety? Do workers participate in

decisions affecting their work in organizations? It was in the light of the above that the paper sought to investigate the effect of employee involvement in decision making on workers' performance.

Marchington and Parker (1990) argued that employee involvement in decision making consists of those practices which are initiated principally by management, and are designed to increase employee information about, and commitment to, the organization. It is a process usually initiated by management to increase the information given to employees and thus, enhance their commitment to the success of the organization.

There are different mechanisms for employee involvement in decision making. Attitude survey is one of the ways of involving employees by seeking their views on matters that concerns them. It can be used to obtain views about processes such as job evaluation, pay determination and performance management in order to assess their effectiveness and the degree to which employees feel they are fair. It can also be used to elicit views about personnel policies and how they operate in such areas as equal opportunity, employee development, and health and safety. The methods of conducting attitude surveys are structured questionnaires, interview and focus group discussion (Armstrong, 2001).

Armstrong (2001) argued that one of the greatest failings which results from the top-down type of management is for management to ignore the knowledge that exists at the other levels or departments in the organization. Quality circles, sometimes called improvement groups, can be used to overcome this problem. It is a form of upward problem solving. Quality circles are small groups of volunteers who are engaged in related work and who meet regularly to discuss and propose ways of improving working methods or arrangements under a trained leader (Armstrong, 2001). Quality circles provide opportunities to tap the knowledge of employees, who may know more about work problems which might be hidden from managers.



Suggestion schemes can provide a valuable means for employees to participate in improving the efficiency of the company. De Cenzo and Robbins (1994) called it suggestion programme, referred to it as a process whereby employees have the opportunity to tell management how they perceive the organization is doing". That is suggestion programmes give employees the chance to tell management "what they are doing right and what they are doing wrong. If suggestion schemes are properly organized, they reduce the feeling of frustration where people think they have good ideas but cannot get them considered because there are no recognized channels of communication. There should be an established procedure for submitting and evaluating ideas, with tangible recognition for those which have merit. According to Armstrong (2001), the methods of suggestion schemes are suggestion boxes, individuals and committees to whom suggestions are submitted and publicity in the form of posters, leaflets and articles in the company's magazine.

Including employees during decision making provides their representatives with the opportunity to take part in and influence decisions that affect their working lives. It involves workers exerting a countervailing and upward pressure on management control (Bratton and Gold, 2003). Blyton et al (2004) in Butler and Glover (2007) described employee participation as more fundamentally power oriented which is typically about joint decision making or co-determination. Direct participation refers to those forms of participation in which individual employees are involved in decision making processes that affect their everyday work routines (Bratton and Gold, 2003). Briefing groups are systems of communication that involves line managers disseminating information approved by top management to the workforce on a regular basis. The rationale for such task-level involvement is related to managerial attempts to generate greater efficiency through the reduction of supervisory time and effectiveness by tapping into the know-how of employees (Lewis, 2003).

Indirect participation refers to those forms of participation in which representatives of the main body of employees participate in the decision making process (Bratton and Gold, 2003). Joint consultative committee is essentially a means for management and employees to get together in consultative committees to discuss and determine matters affecting their joint or respective interest (Armstrong, 2001).

Banfield and Kay (2008) identified the three (3) perspectives that are most frequently referred to. The unitary perspective is important because of the implications it has for the authority of management and its reaction to any challenges to its dominant position. This means that subordinates do not have the right to share their views or their voices are limited and they are compelled to accept every decision from management. There is a belief that subordinates who question managers are trouble makers. Management see participation as a threat and the most appropriate way to manage conflict is the removal of individual trouble makers.

Another perspective identified by Banfield and Kay (2008) is the pluralism perspective.

Pluralism literally means „more than one“ and it reflects a view of society in which many different groups coexist in a state of partial and mutual interdependence. This also can be seen in the context of employment relations. The existence of different groups and interests reflects differences in occupation, roles and functions. The differences can emerge as a result of how organizations are managed and controlled and there is the recognition that objectives of managers and workers can be on such issues as job security, employee rights and pay. As a result of existence of different groups and interests, conflict is welcomed as an uncontrollable consequence. Thus, conflict is not perceived as the work of outside trouble makers but it is managed and resolved through the creation of institutional mechanisms such as collective bargaining and arbitration.

The radical or Marxist perspective was also noted by Banfield and Kay (2008). This perspective is associated with those who reject capitalist society and its institutions. It is founded on the analysis and critique of capitalist society by Karl Marx (1818-1883) and it has been an important contribution to understanding the contradictory forces that shape society and the economy. Society is based on a hierarchy within which class, wealth and power determines a person's social status and importance. These indicators can also be seen at the work place where workers are at the bottom of the hierarchy, (subordinates) who are agents of capitalism (managers) and are dependent on them for employment.

The inequality between employers and workers is based on the ownership of the means of production and the exploitation of workers in generating wealth. Participation is an expression of the political interests of workers that attempts to improve the terms of employment and also challenges the system of power and control that places workers in a position of social and economic subordination. Industrial conflict is an instrument that can be used to achieve political change as well as improvement to the terms under which workers are employed.

The major obstacle to employee involvement in decision making is resistance to change by management (Bratton and Gold, 2003). Managers construct an organizational culture that reflects their own ideologies and styles of management and reinforce their strategies and control. Employee involvement in decision making poses threat to the more autocratic manager. Evidence provided by Rendall (1986) in Bratton and Gold (2003) suggests, however, that many managers tend to resist participation because „it is contrary to their habit-formed ways of thinking and behaving“. In addition, failure to respond to employee recommendations is an example that reduces employee involvement in decision making. If management does not acknowledge employees' recommendations, employees rapidly conclude that management has no interest in their ideas.

### **2.3.3 Effect of psychological empowerment on service delivery**

Wollard and Shuck (2011) noted that psychological empowerment is an emerging concept in business, management, organizational psychology and human resource development fields. They added that employee engagement is associated with various positive individual and organizational outcomes. According to Saks (2006), psychological empowerment is positively related to job satisfaction, organizational commitment and organizational citizenship behaviour, and negatively related to intention to quit. Psychological empowerment support and promote employee satisfaction by providing employee rewards, job security and growth opportunities to empower employees (Lau and May, 2013). Researchers have observed that job security and rewards enhance psychological empowerment (Bordin et al., 2007; Spreitzer, 1995).

Psychological empowerment has been recognized as an essential contributor to organizational success. The motivational approach to empowerment was pioneered by Conger and Kanungo (2013). They argued that psychological empowerment is a process of enhancing feelings of self efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information. Later Thomas and Velthouse (1990) assert that psychological empowerment considers intrinsic task motivation manifested in a set of four cognitions: meaning, competence, self-determination and impact. Based on this concept Spreitzer (1995) noted that psychological empowerment is a motivational construct manifested in four cognitions; meaning, impact, competence and self-determination.

Psychological empowerment is essential for organizations to react quickly to changes in the environment. Empowerment in the workplace leads to job enrichment. Niehoff et al. (2001) have found that empowerment affects loyalty through job enrichment. Job

enrichment involves designing jobs with high levels of meaning, direction and knowledge of results (Yang and Lee, 2009). Hackman and Oldhams (1980) argued that psychological empowerment has five core job dimensions such as skill variety, task identity, task significance, autonomy and feedback.

Albrecht and Andreetta (2011) argued that psychological empowerment affects the desired outcomes through experienced responsibility. Psychological empowerment has an effect on the desired outcomes through knowledge of the actual results. The desired personal and work outcomes as a result of job enrichment include high internal work motivation, high quality performance, high job satisfaction, low absenteeism and low turnover. Psychologically empowered employees positively influence individual and organizational outcomes, that psychological empowerment is positively associated with engagement and commitment (Liden et al., 2000).

According to Meyerson and Kline (2008), psychological empowerment relates to how competent people feel in an empowered work environment and those who feel more competent about their ability to perform their work successfully should feel more satisfied with their work, be more affectively committed to their organization, have lower intentions to quit and also demonstrate more positive work performance than those with lower levels of psychological empowerment. Based on the research evidence the present study focuses on the four cognitions of empowerment as possible conditions that will contribute to employee engagement.

According to Thomas and Velthouse (1990) meaning, one of the cognitions of empowerment, is the value of a work goal or purpose, judged in relation to an individual's own ideals or standards. May et al. (2004) noted that meaning in work is seen as a method to foster employees' motivation and attachment to work, thus resulting in engagement. Competence or self-efficacy is an individuals' belief in his or her capability to perform activities with skill (Bakker and Demerouti, 2008).

Psychological empowerment focuses on an individual's psychological empowerment state. It considers the element of empowerment climate, which focuses on work environment proposed by Scott et al (2004). It regards the extent to which an organization uses structures, policies, and practices to support employee empowerment. Blanchard et al., (1995) and Randolph (1995) identified three key organizational practices associated with empowerment climate: autonomy through boundaries, information sharing, and team accountability. In this study, the researcher proposes that a combination of employee autonomy, training, involvement in decision making and support and facilitation are the essential elements when conceptualizing employee empowerment.

Offering specific times for service accomplishments given to client and the public situations treated with care and seriousness, Al-Fawzan (2005) observed that responsiveness includes customers always being informed when the case of problems. It therefore means that effective response has positive impact on customer satisfaction. Assurance is defined as the knowledge-ability and courtesy of employees towards the customers, their ability to inspire trust and confidence in handling the customers.

#### **2.4 Related studies**

The findings of Emiroglu et al., (2015) also support a positive relationship between empowerment and service delivery, explaining that empowered employees are instrumental to creating a good word of mouth referrals and increase both staff and customer retention. This occurs in what is already discussed in the previous paragraph that, as a result of serving customers in a quick, skillful and service-oriented manner, surprising them and making them spread good word of mouth and stay with the same service provider (Yeh-Yun Lin, 2002). This author indicates that a major step in transforming an organization is to empower employees to act on the organizational vision. Yeh-Yun Lin (2002) almost presented a contradicting view, when he showed that practicing empowerment does not guarantee success for organizations, but his view suggests that employee empowerment can have both positive and negative implications

to organizations practicing it. And in addition, the argument emphasizes the fact that there are many explanatory factors for improved service delivery and success of organizations, empowerment is just one of them and practicing it should not be done in isolation of the others.

A study by Satendra and Singh (2014) indicated a positive significant relationship between employee empowerment and service delivery and customer satisfaction within the Indian postal department. It is explained within the same study that there is a high need for today's business organizations to empower their employees. This is based on the argument that customers of today are more complicated than before because, they demand for the product and at the same time they are demanding excellent quality of service. Satendra and Singh (2014) argue that it is very difficult to make the customer satisfied by the physical goods or product. So need to implement modern employee empowerment techniques to improve their efficiency and provide better services to customers. This argument is in line with that of Zeithaml et al., (2006) that satisfied employees create satisfied customers and that satisfied customers can in turn reinforce employees' sense of satisfaction in their jobs. Earlier on, Looy et al., (2003) had suggested that if employees are not satisfied with their jobs, achieving customer satisfaction is difficult. So in enhancing customer satisfaction, managers have to devise ways of satisfying their employees and one the things which make employees satisfied is their empowerment.

Zeithaml et al., (2006) suggested different ways to satisfy employees, most of which fall within the conceptual framework of staff empowerment, although others are outside it. This suggests that organizational managers need to identify and implement a combination of strategies to create a satisfied workforce, which is able and willing to deliver quality services. The authors borrowed Looy's (2003) advise that attention needs to be put on continuous development of staff competencies, establishing collaborative relationships, and empowering them. The combination that is suggested by Zeithaml et al., (2006) involves four basic aspects, which include; 1) hiring and

recruiting the right personnel; 2) developing and investing on the right employees to deliver service quality; 3) providing the needed support internally with systems that align with their customer –focus needs; and 4) retaining the best people.

In understanding how empowerment energizes employees to provide better service delivery, the findings of Kokila (2016) revealed that employee empowerment is positively and significantly related with employee satisfaction. The researcher explains that employee empowerment has very strong influence on employees' self-esteem, which increases their job satisfaction. He adds that when employees are adequately empowered, they feel that they have the power, which they acquire through proper rewards, information they are provided with, which increases knowledge of their work, all of which increases their job satisfaction and so no doubt they will provide quality service. In line with this, a study conducted by Srivastava, Bartol and Locke (2006) revealed that empowering team leadership is strongly associated with more knowledge allocation and team effectiveness, which in turn predicted unit performance. This argument is in line with empowering systems and structures, in which a few individuals, called team leaders are empowered to lead others for better performance.

A study by Maryam (2012) focused on the role of psychological empowerment in increasing employees' commitment within an organization in the banking sector of Pakistan. The findings indicated the significant outcome of all dimensions of psychological empowerment (meaning, competence, self-determination and impact) on organizational commitment. This study helps to understand the importance of psychological empowerment in entrusting the employees with the organization. Once employees are committed, it is expected that they will take the organization as theirs and will always struggle to offer the best quality of services possible.

Zeithaml et al., (2006) pointed out that employees are viewed by the customers as the service and the brand. So their empowerment is important to both quality service delivery and service production. These authors add that in service organizations it is all about the people (employees) because they appear more often to be the most tangible



clue to the quality of the service. Zeithaml et al., (2006) explains that the employee empowerment factor in service delivery is a very important element in evaluation of quality by the customers and thus influences the buyers' perceptions. In addition to this debate, Gronroos (2001) indicated that employees are like the mirror of an organization, they interface between the organization and the customer and so what they portray is what the customers see and use in their evaluation of the service experience. As Zeithaml et al., (2006), suggests, empowered and satisfied employees make satisfied customers and vice versa, adding that as the customers are important to success an organization, so are the employees and therefore their empowerment is very vital.

Mary and Thomas (1998) explain that customers see the employees as equal to the service, indicating that in many instances the contact employee is the service (in majorly hospitality industries) hence the offering is the employee. So empowering them is investing and investing in them is empowering them, all of which improve the service quality. The authors added that in the eyes of customers, there is no difference between employees and the organization. This means that as the employee is serving the customer, he or she personifies the firm even if they do not perform the entire service, they represent the firm to the client. This implies that their professional, or unprofessional behavior affects the perceptions of the customer about the firm more than about that individual employee. In another angle, almost similar to the above, Zeithaml et al., (2006) indicated that employees are the brand and so the image that a customer has about the firm or its services is formed by their interactions with employees of that firm. This is in line with what Gronroos (2001) suggested that the brand image of the firm is not built and maintained by their core product or service, but is a function of its employees.

This idea is true on account of many factors, for example employees are the marketers and since services are intangible, the marketing, production and consumption is simultaneous in nature, since the employees are the representative of the firm, their

attitudes, behaviors and functionality can directly influence customer satisfaction. This suggests that at any one time of interface with customers, whether actively selling or not, service employees are performing marketing functions (Zeithaml et al, 2006). This is true because, employee relationship with customers has a huge relevance and so if they are adequately empowered, success customer satisfaction organizational profitability will be greatly enhanced. Gronroos (2001) also describes the employees as part time marketers of the organization. Considering the nature of services "production-consumption-marketing" becomes a simultaneous activity. This signifies that employees are also responsible for marketing the services of the company whilst delivering the service to the customer.

## **2.5 Research Gap**

Literature suggests several studies have been conducted empowerment and most of these are related to both customer and employee satisfaction (Mohammad, et al., 2011; Mary & Thomas, 1998; Scott et al., 2004; Ekong, 2001). It is evident that all these studies were conducted outside the context of this study. Further, Yeh-Yun Lin (2002) explains that quicker response to dis-satisfied customers leads to increased number of customers who buy the service, in what Gronroos (2001) referred to as service recovery. This study was response to dis-satisfied customers; it did not address how empowerment may lead to service delivery.

In addition, Dixit & Bhati (2012) revealed that empowered employees is a valuable source of new ideas, as it results into direct customer contacts, understanding customer problems, ideas and wishes which they are also willing to share with management to facilitate improvements. Though this study was on empowerment, it did not consider the constructs used in this study.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter covers the research design, population of the study, sample size and sample selection strategies, data collection instruments, validity and reliability of the instruments, data analysis and ethical considerations.

#### **3.1 Research Design**

This study used a cross-sectional survey design, using both qualitative and quantitative strategies. Cross section research design is selected because of the nature of data collection, in which the researcher plans to collect data from respondents using a questionnaire from a cross section of employees. The qualitative data is used to backup the quantitative data and then from that the researcher will be able to derive meaningful conclusions. The study was descriptive in nature, Gitman and Rog (1998). suggest that descriptive studies can answer research questions. Gitman and Rog further observe that descriptive research design is a type of research method that is used when one wants to get information on the current status of a person or an object. It is used to describe what is in existence in respect to conditions or variables that are found in a given situation. In this study the researcher collected data about the variables as in the current status from respondents in NWSC.

#### **3.2 Study Population**

The population of this study constituted the employees of NWSC at head office from different departments. There are 458 employees at the NWSC headquarters in Kampala, this population was considered because they are knowledgeable about the organization and the variables considered in this study.

### 3.3 Sample size

A total sample size of 214 respondents was considered adequate for this study and this is determined using Slovene's formula for sample size determination, which is stated as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where: n = sample size, N= population size; e= level of significance at 0.05. To get the sample sizes as indicated in table 1, the above Slovene's formula is applied on each of the target population proportions independently.

**Table 3.1: Population and Sample distribution**

<b>Respondents Category</b>	<b>Target Population</b>	<b>Sample size</b>	<b>Sampling method</b>
Employees of NWSC	458	214	Simple random

Source: Accessible *NWSC office Records, 2015*

### 3.4 Sampling Procedure

The researcher used simple random sampling. Simple random method was used to select employees of NWSC and each member had the same chance of being part of the sample. The researcher acquired a list of all staff and applied a rotary method to select from the list. Those selected from the list through a rotary method, were approached and given questionnaires.

### 3.5 Data collection instruments

Data collected from employees of NWSC using a self-administered questionnaire. The questionnaires was designed and sectioned according to constructs used to measure employee empowerment practices and service delivery. The questionnaire was used because it is convenient in collecting data from a large sample in a short period of time. This questionnaire has three sections; one on profile of respondents; the second is on employee empowerment practices and the third is on service delivery. All these questions are formulated by the researcher using various literature sources. The

response modes for all questions are 0 = no idea at all, 1=strongly disagree, 2 = disagree, 3 = agree and 4 = strongly agree.

### **3.6 Validity and Reliability of Instruments**

#### **3.6.1 Validity of instrument**

Validity is the extent to which an instrument is capable of yielding the response on which it is supposed to (Carrol, 2008) Validity is established by correlating the scores with a similar instrument or through expert method. Validity in this study was tested using face validity and content validity index (CVI). In the first place, face validity was be tested by ensuring that the questions are related to the variables and concepts of the study and after its design, the researcher presented it to the supervisor for advice and necessary amendments were be made. After face validity determination, content validity was then be determined, whereby the questionnaire will be given to two experts in the study field, after which a content validity index was computed. The result of the CVI was 0.780 more than 0.70, the instrument was considered valid. It was obtained by dividing questions declared valid by the total number of questions in the questionnaire. i.e.  $32/41 = 0.780$ .

#### **3.6.2 Reliability of instruments**

According to Carroll (2002), a test is reliable to the extent that whatever it measures, it measures it consistently. Hair et al., (2007).stated that the purpose of testing for internal consistency is that the individual items or indicators of the scale should all be measuring the same construct and thus be highly inter-correlated. Fujun et al., (2007) pointed out that a Cronbatch alpha coefficient of 0.70 is an acceptable cut off point, which demonstrates that all attributes are internally consistent.

**Table 3.2: Reliability of Statistics**

<b>Reliability Statistics</b>		
<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>N of Items</b>
Autonomy	0.841	7
Involvement	0.773	7
Psychological empowerment	0.816	6
Service delivery	0.880	12
	<b>0.828</b>	<b>32</b>

### **3.7 Data Analysis**

Frequency counts and percentage distributions will be used to analyse data on profile characteristics of respondents. Means and standard deviations will be used to determine the extent to which there is employee empowerment in NWSC and also to determine the extent of service delivery. The simple linear regression analysis was used to establish the effect of the constructs of empowerment on service delivery in NWSC. The study tested the hypotheses at 0.05 level of significance.

### **3.8 Ethical consideration**

Information collected by the researcher will be handled with utmost confidentiality. The researcher will receive a letter of introduction from the university, which will be presented to the administration of NWSC seeking permission to carry out research. All information acquired in the process of research will be used strictly for academic purposes.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **4.0 Introduction**

This chapter presents analyses and interprets the results from the field, starting with the presentation of data on the demographic characteristics of respondents, then data on the employee empowerment, then data on service delivery in NWSC and finally data on the effect of empowerment on service delivery, as per objectives of study.

#### **4.1 Background Characteristics**

This section presents facts about the respondents, namely; gender, age, educational level, department, and years spent in service at NWSC. The data on the background characteristics of respondents is given in Table 3.

**Table 4.1: Respondents' Demographic Characteristics**

<b>Variable</b>	<b>Categories</b>	<b>Count</b>	<b>Percent</b>
Gender of respondent	Male	128	60.0
	Female	86	40.0
	<b>Total</b>	<b>214</b>	<b>100.0</b>
Age groups	20-39 years	200	93.3
	40-59 years	14	6.7
	60 years and above	0	0.0
	<b>Total</b>	<b>214</b>	<b>100.0</b>
Education level	Masters	48	22.2
	Bachelor Degree	114	53.3
	Diploma	24	11.1
	Certificate	28	13.3
	<b>Total</b>	<b>214</b>	<b>100.0</b>
Department	Information Technology	5	2.2
	Procurement/Logistics	24	11.1
	Water supply	14	6.7
	Inventory	9	4.4
	Commercial	86	40.0
	Water Production	5	2.2
	Finance and accounts	14	6.7
	Technical Department	28	13.3
	Administration	19	8.9
	LSD	5	2.2
	Assets management	5	2.2
	<b>Total</b>	<b>214</b>	<b>100.0</b>
Years served in current position	Below 5 years	128	60.0
	5 - 9 years	57	26.7
	10 - 14 years	24	11.1
	20 years and above	5	2.2
	<b>Total</b>	<b>45</b>	<b>100.0</b>

**Source, Primary Data**



Results show that majority of the respondents were male 60% while female were 40%. This implies that NWSC employ more males than female. Regarding the age group, majority of the respondents were in the age group of 20-39 with 93.3% this means that NWSC employs mostly people who are in their youth stage. All departments were involved in the study and most respondents were from the commercial section. Regarding duration in service, most employees have been in the organization for less than five years with 60%.

#### **4.2 Extent of employee empowerment in NWSC, Kampala Head quarters**

The independent variable (IV) employee empowerment was broken into four dimensions or constructs, namely autonomy, involvement in decision making and psychological empowerment. Each of these was constructs was measured using several question items in the questionnaire and each question item was based on a four point Likert scale (Appendix I). Respondents were asked to indicate the extent to which they agree or disagree with each statement by ticking the appropriate number, where 1 = Strongly Disagree, 2 = Disagree, 3 = Agree and 4 = Strongly Agree. To indicate the extent to which respondents rated their empowerment, the responses from the 31 question items were summarised using means and standard deviations as indicated in Table 4.1 To interpret the means in Table 3, the following mean ranges were used;

<b>Mean range</b>	<b>Response range</b>	<b>Interpretation</b>
3.26 - 4.00	Strongly agree	Very high empowerment
2.51 - 3.25	Agree	High empowerment
1.76 - 2.50	Disagree	Low empowerment
1.00 - 1.75	Strongly disagree	Very low empowerment

**Table 4.2: Descriptive statistics on the extent of employee empowerment**

<b>Autonomy</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>Interpretation</b>
Management regularly gives information about your department performance	3.31	.780	Very High
There are clear work standards, rules and procedures to follow in each position	3.27	.872	Very High
I have the freedom to act suddenly in my job to meet customer expectations.	3.21	.742	High
NWSC operates quality circles which provide me an opportunity for contributing my ideas to work related problem.	3.18	.657	High
I have the opportunity to obtain information about customer feedback	3.16	.861	High
I have autonomy to organize the way work is done in my job.	3.09	.858	High
Staff input is always sought for in all upcoming plans and projects	2.80	.734	High
<b>Average mean</b>	<b>3.17</b>	<b>.543</b>	<b>High</b>
<b>Involvement in decision making</b>			
I am allowed to use my creativity to solve problems related to my work.	3.23	.743	High
My inputs are accepted in developing & discussing departmental budgets	3.09	.781	High
I am always given authority to make decisions about customer service	2.95	.785	High
Employees are always allowed to participate in the decision making process.	2.89	.655	High
My boss usually share views with me before deciding	2.86	.765	High
Staff suggestions are always considered in the final decisions making	2.86	.751	High
My boss usually consult me before implementing decisions	2.70	.734	High
<b>Average mean</b>	<b>2.94</b>	<b>.499</b>	High
<b>Psychological empowerment</b>			
NWSC uses clear structures, policies and practices to support employee work	3.93	.237	Very High
My boss & other managers show adequate interest in me and my work	3.07	.759	High
I am treated with adequate respect by boss, other managers & staff I work with	3.00	.863	High
Top managers and lower employees mix up freely in NWSC.	2.95	.746	High
There is clear and fair staff payment and reward system	2.70	.930	High
At NWSC, promotions are fair and equitable.	2.51	.870	High
<b>Average mean</b>	<b>3.03</b>	<b>.265</b>	High
<b>Overall Mean</b>	<b>3.05</b>	<b>.436</b>	High

**Source, Primary Data**

Table 4.2 findings indicate that, respondents rated their level of empowerment to be generally high for all aspects of employee empowerment examined (overall mean = 3.05). Their empowerment was rated highest on the aspect of autonomy, with a mean of 3.17 and a standard deviation of 0.543, which is generally low, suggesting that responses are not much dispersed and so the corresponding mean is a true position of most respondents. These results suggest that the biggest number of respondents agreed that management regularly gives information about their departments' performance (mean = 3.31, SD = 0.780) and that there are clear work standards, rules and procedures to follow in each position (mean = 3.27, SD = 0.872) and so on, which implies that they have adequate autonomy to do their work but the rules and procedures are also clear, which possibly helps to remove confusion and conflict.

Psychological empowerment was the second highest aspect of empowerment rated by the employees of NWSC, with a mean of 3.03 and a standard deviation of 1.265. Psychologically, employees of NWSC reported that clear structures, policies and practices to support employee work are used (mean = 3.93, SD = 1.237). Other psychological aspects which seem to please staff include bosses and other managers showing adequate interest the work of their staff, treating them with respect and free mixing of top and lower staff without despising them. These plus fair and clear promotion policies as well as rewards, make employees psychologically happy and possibly satisfied.

#### **4.3 Extent of service delivery in NWSC, Kampala Head quarters**

The dependent variable service delivery, was measured using five standard constructs adopted from Parasuraman *et al* (1988) namely reliability, tangibility, responsiveness, assurance and empathy. Each of the five constructs was based on a five point Likert scale ranging from zero to four, where 0 = no idea at all, 1 = Strongly Disagree, 2 = Disagree, 3 = Agree and 4 = Strongly Agree. To indicate the extent to which customers of NWSC rated service, the responses from the 19 question items were described using means and standard deviations as indicated in table 4.2. To interpret the means in table 4.2, the following mean ranges were used;

Mean range	Response range	Interpretation
3.26 - 4.00	Strongly agree	Very good
2.51 - 3.25	Agree	Good
1.76 - 2.50	Disagree	Poor
1.00 - 1.75	Strongly disagree	Very poor

**Table 4.3: Descriptive statistics on the extent of service delivery in NWSC, Kampala Headquarters**

	Mean	Std. Dev.	Interpretation
<b>Reliability</b>			
NWSC staff are dependable in their job positions	2.91	.905	Good
When you have problems, NWSC staff are sympathetic & supportive	2.87	.901	Good
NWSC provides services at the most required time to do it	2.73	.966	Good
If NWSC promises to do something by a certain date/time they always do so	2.59	.923	Good
<b>Average mean</b>	<b>2.78</b>	<b>.719</b>	Good
<b>Responsiveness</b>			
Employees of NWSC are always willing to help you as a customer	3.03	.879	Good
You always receive prompt services from NWSC employees	2.98	.847	Good
Employees of NWSC always respond to customer requests promptly	2.92	.885	Good
The staff of NWSC usually tell you exactly when they will provide the service	2.75	.939	Good
<b>Average mean</b>	<b>2.92</b>	<b>.663</b>	Good
<b>Assurance</b>			
Employees of NWSC are usually polite when dealing with customers	3.13	.843	Good
You always feel safe in your transactions with NWSC employees	3.06	.917	Good
Employees of NWSC always get enough support to do their jobs well	2.98	.847	Good
Employees of NWSC are trustable	2.84	.837	Good
<b>Average mean</b>	<b>3.00</b>	<b>.571</b>	Good
<b>Overall Mean</b>	<b>2.83</b>	<b>.532</b>	Good

**Source, Primary Data**

Table 4.3 findings indicate that, respondents rated the service delivery in NWSC to be generally good for all aspects used to measure it in this study (overall mean = 2.83, SD = 0.532).service was rated best on the aspect of empathy, with a mean of 3.09 and a standard deviation of 0.586, which generally, suggests that responses are not much dispersed and so the mean position is most likely the true position of these respondents. These results reveal that most customers who responded agreed that the working hours of NWSC are convenient to them, their staff show much interest in customers and understand their needs. Like it was revealed in Table 4.1, on employee empowerment, concerning the element of training, employees of NWSC, seem to be well trained, possibly that is why they have empathy to their customers.

Assurance was the second best rated aspect of service in NWSC, with an average mean of 3.00 and a standard deviation of 0.571. This finding suggest that customers are much assured of the good service of NWSC, since their staff are usually polite when dealing with customers and so customers feel safe to do many transactions with them. This means that customers have high trust in the staff, suggesting good service delivery. Similar results were revealed as regards tangibility (more so on accuracy in records keeping). The same applied to responsiveness, with the best rating being on the willingness of employees of NWSC to help customers (in case they need help). The last and least rated aspect of service delivery was on reliability, which was also rated to be generally good, especially on dependability of staff as well as the sympathetic and supportive nature of staff. Generally, the findings on service delivery revealed that customers are quiet happy with the services of NWSC, an achievement which could be attributed to the high level of staff empowerment existing in this organization. To ascertain this, the researcher ran correlation and regression analyses as indicated in the next sub section.

#### 4.4 Effect of employee autonomy on service delivery in National Water and Sewerage Corporation, Kampala Uganda

**Table 4.4: Regression Test Results - Autonomy against Service delivery**

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.667 <sup>a</sup>	.445	.441	.32592

a. Predictors: (Constant), Autonomy

##### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	11.329	1	11.329	106.647	.000 <sup>b</sup>
1 Residual	14.128	213	.106		
Total	25.456	214			

a. Dependent Variable: Service delivery

b. Predictors: (Constant), Autonomy

##### Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.924	.092		10.286	.000
	Autonomy	.576	.056	.667		.000

a. Dependent Variable: Service delivery

Results from the regression analysis on effect of autonomy on service delivery at National Water and Sewerage Corporation, findings indicate that autonomy has a significant effect on service delivery. This is indicated by the sig value of 0.000 which is less than 0.05, level of significance. Further, findings show  $r^2=0.445$ , this suggests that other than other factors, autonomy contributes 44.5% of service delivery at National Water and Sewerage Corporation, Kampala office. To explain the linearity of the model, the unstandardized beta coefficient of autonomy is explained at 0.576.

*Decision on hypothesis one;* based on the findings, the null hypothesis stated as autonomy does not have significant effect on service delivery is rejected and the alternative hypothesis is accepted.

#### **4.5 Effect of staff involvement in decision making on service delivery in National Water and Sewerage Corporation, Kampala Uganda**

**Table 4.5: Regression Test Results - Staff involvement against service delivery**

##### **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.928 <sup>a</sup>	.861	.860	.16304

a. Predictors: (Constant), Staff involvement

##### **ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.838	1	21.838	821.578	.000 <sup>b</sup>
	Residual	3.535	213	.027		
	Total	25.373	214			

- a. Dependent Variable: service delivery
- b. Predictors: (Constant), Staff involvement

**Coefficients<sup>a</sup>**

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.238	.046		28.571	.000
	Staff involvement	.800	.028	.928		.000

a. Dependent Variable: service delivery

Results on effect of staff involvement in decision making on service delivery indicate that there is a significant effect of staff involvement on service delivery in National Water and Sewerage Corporation. This is indicated by sig.0.000 < 0.05. The r<sup>2</sup> of 0.861 suggests that staff involvement in decision can contribute 86.1% of service delivery. This could suggest that involving staff members in decision making can help in owning decisions made and hence help in improving service delivery which leads to better performance of the organization. The beta of 0.800 and a high value of the F-statistic both support the results to suggest significant effect between staff involvement in decision making and service delivery in national water and sewerage corporation, Kampala.

*Decision on hypothesis two;* based on the findings, the null hypothesis stated as staff involvement in decision making does not have significant effect on service delivery is rejected and the alternative hypothesis is accepted.



#### 4.6 Effect of psychological empowerment on service delivery in National Water and Sewerage Corporation, Kampala Uganda

**Table 4.6: Tables showing Regression Results on psychological empowerment against Service delivery**

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.475 <sup>a</sup>	.226	.220	.36079

a. Predictors: (Constant), empowerment

##### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.055	1	5.055	38.836	.000 <sup>b</sup>
	Residual	17.312	213	.130		
	Total	22.368	214			

a. Dependent Variable: service delivery

b. Predictors: (Constant), empowerment

##### Coefficients<sup>a</sup>

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.152	.102		6.211	.000
	Psychological	.385	.062	.475		.000

a. Dependent Variable: service delivery

Findings on effect of psychological empowerment on service delivery in National Water and Sewerage Corporation were obtained through a simple linear regression analysis. The findings reveal that psychological empowerment has significant effect on service delivery, sig.  $0.000 < 0.05$ . The  $r^2$  of 0.226 suggests that psychological empowerment contribute 22.6% of service delivery in National Water and Sewerage Corporation.

From the results of the three sub variables of the independent variable suggest that involvement in decision making by employees has a higher effect followed by autonomy and lastly psychological empowerment.

*Decision on hypothesis three;* based on the findings, the null hypothesis stated as psychological empowerment does not have significant effect on service delivery is rejected and the alternative hypothesis is accepted.

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents a discussion of findings in line with the study finding on the objectives. Discussion has been made in line with earlier scholars with related variables. Conclusions and recommendations are based on the findings of the study.

#### **5.1 Discussion of findings**

This discussion of findings has been done in line with the findings objective by objective.

##### **5.1.1 Autonomy and service delivery**

Looy et al., (2003) content that empowerment through providing employees with enough autonomy to allow them to handle unforeseen problems situations such as complaints effectively. This is in agreement with findings in this study that revealed that autonomy has a significant effect on service delivery in National Water and Sewerage Corporation. Ripley and Ripley (1992) and Spatz (2000) stated that empowerment enhance the responsibilities as well as motivation of employees in their work routines, improve satisfaction level, quality of services, employees' loyalty and productivity.

##### **5.1.2 Involvement in decision making and service delivery**

Widmier, (2002) and Silvestro, (2002) authority of decision making about their own jobs without approval of their immediate supervisors; it encompasses the level of responsibility given to an employee motivation and are enthusiastic to utilize their skills, abilities and creativity and accept accountability for their work actions and this improves on their performance. In this study finding are in line with these earlier scholars since results indicate significant effect. This implies that involving employees in decision making motivates them to perform well and hence improved service delivery. In this case, managers and employees work together to create specific goals and expectations within agreed-upon boundaries. Further, Handy, (1993) maintain that empowerment

also involves encouraging workers to make decisions with the least intervention from higher management. It enables managers to perform and help others working under them to achieve through successful work systems. Zeithaml et al. (2006) explains that the employee empowerment factor in service delivery is a very important element in evaluation of quality by the customers and thus influences the buyers' perceptions.

### **5.1.3 Psychological empowerment and service delivery**

Maryam (2012) focused on the role of psychological empowerment in increasing employees' commitment within an organization in the banking sector of Pakistan. The findings indicated the significant outcome of all dimensions of psychological empowerment (meaning, competence, self-determination and impact) on organizational commitment. Findings in this study are in line with Maryam because the findings indicated that psychological empowerment has significant effect on service delivery. The findings of Emiroglu et al. (2015).also support a positive relationship between empowerment and service quality, explaining that empowered employees are instrumental to creating a good word of mouth referrals and increase both staff and customer retention. Further, a study by Satendra and Singh (2014). indicated a positive significant relationship between employee empowerment and service quality and customer satisfaction within the Indian postal department.

## **5.2 Conclusion**

Autonomy has significant effect on service delivery in National Water and Sewerage Corporation. If employees at National Water and Sewerage Corporation given autonomy in handling certain tasks, they can have a feeling of responsibility, which will motivate them to improve on their performance. This may lead to better service delivery and hence customer satisfaction.

Involvement in decision making has significant effect on service delivery in National Water and Sewerage Corporation. Involving employees in decision making empowers them and this allows them to own decisions made in the organization. If employees are

involved in day to day decision making they feel being part of the decisions made in the organization and they will always work hard to make sure organizational targets are achieved.

Psychological empowerment has a significant effect on service delivery in National Water and Sewerage Corporation. The effect is weak compared to autonomy and involvement in decision making as parameters as other variables used in this study.

### **5.3 Recommendations**

From the findings of the study, the researcher has made the following recommendations;

The management of National Water and Sewerage Corporation need to give autonomy to employees for certain tasks. The employees can be allowed to set targets and work towards achieving them. This helps employees to develop their skills and a sense of independence without being influenced and directed all tasks they have to perform.

Top management and heads of departments should involve the subordinates in decision making at all levels. This helps employees to have a sense of belonging and own the decision taken and work upon them with less resistance. This increases commitment of employees which is seen through effective service delivery to the customers.

Since psychological empowerment had weak effect, the researcher recommends that this form of empowerment may not be adopted or implemented, though the findings seem significant, but its effect is weak.

### **5.4 Contribution to knowledge**

This study contributed to existing knowledge by filling the research gap identified from the review of literature. The study further confirmed the theory, the study was based on theory X, Y. Theory X and Y were developed by Douglas McGregor first proposed dividing management styles into Theory X and Y in 1960. Proponents of Theory X management style believe that employees cannot be trusted to work hard without

constant supervision and threats. Therefore, Theory X managers must provide detailed instructions and supervise each activity (Cole, 2004). Whereas Theory X presumes employees detest work and avoids accountability and is annoyed simply by fiscal considerations, Theory Y takes a more optimistic view of human life, assuming that employees would favor to exercise self-control and donate to the organization so as to assemble their needs for self-actualization. Theory Y managers believe that people want to work and be productive. Theory Y managers take advantage of employee's self-direction to get work accomplished and see their role as a facilitator who removes barriers. This study aligned more on theory Y and confirms that empowerment drives employees to perform without being forced to perform their routine work.

### **5.5 Areas of further research**

1. Employee's empowerment and retention
2. Employee's empowerment and motivation at the work place
3. Staff training and service delivery in NWSC

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## APPENDICES

### APPENDIX 1: TRANSMITTER LETTER



**Kampala International University**

**College of Economics and Management**

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#### ACADEMIC RESEARCH QUESTIONNAIRE

Dear Respondent,

I am an MBA student, undertaking a research study on ***Employee empowerment and service delivery at NWSC, Kampala Uganda***. In view of this, I request you to participate in this study, by providing answers to this questionnaire. Kindly answer all questions as per instructions. Please be assured that the information you give will be treated with utmost confidentiality and will be used for academic purpose only.

Before answering this questionnaire kindly read and sign the informed consent below.

Thank you very much in advance.

Yours Faithfully,

-----

**Torach Martin Lawrence (researcher)**

#### INFORMED CONSENT

I am giving my consent to be part of the research study of Lawrence Torach that will focus on *Employee empowerment and Quality of service delivery at NWSC, Kampala Uganda*.

I am assured of privacy, anonymity and confidentiality and that I will be given an option to refuse participation and right to withdraw my participation any time.

I have been informed that the research is voluntary and that the result will be given to me if I ask for it.

Initials: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX 2: INTRODUCTORY LETTER



**KAMPALA  
INTERNATIONAL  
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### *Directorate of Higher Degrees and Research Office of the Director*

Our ref. MBA-D/45887/143/DU

Friday 9<sup>th</sup> March, 2018

Dear Sir/Madam,

**Re: Introduction Letter for Torach Martin Lawrence (MBA-D/45887/143/DU)**

The above mentioned candidate is a student of Kampala International University pursuing a Master's Degree in Business Administration.

He is interested in conducting a research for his dissertation titled, "*Employee Empowerment and Service Delivery in National Water and Sewerage Corporation, Kampala Uganda*"

Your organization has been identified as a valuable source of information pertaining to the research subject of interest. The purpose of this letter therefore is to request you to kindly cooperate and avail the researcher with the pertinent information he may need. It is our ardent belief that the findings from this research will benefit KIU and your organization.

Any information shared with the researcher will be used for academic purposes only and shall be kept with utmost confidentiality.

I appreciate any assistance rendered to the researcher.

Yours Sincerely,

Dr. Claire M. Mugasa  
Director



C.c. DVC, Academic Affairs  
Principal CEM

## APPENDIX 3: RESEARCH QUESTIONNAIRE

### (NWSC EMPLOYEES)

#### Part A: Personal Details

To help us classify your responses, please supply us with the following facts about you by ticking the correct response in boxes provided below;

#### SECTION A: BACKGROUND INFORMATION

Instructions: Please, tick the right option.

##### 1. Gender

- 1. Male
- 2. Female

##### 2. Age

- 1. 20-39 years
- 2. 40-59 years
- 3. 60 years and above

##### 3. Education

- 1. Masters
- 2. Bachelor Degree
- 3. Diploma
- 4. Certificate

##### 4. Job

Position \_\_\_\_\_

5. Department \_\_\_\_\_



6. Years of service in current position \_\_\_\_\_years

**SECTION B: EXTENT OF EMPLOYEE EMPOWERMENT**

This questionnaire contains statements about employee empowerment. Next to each statement, tick the number that represents how strongly you feel about the truth of the statement by using the following scoring system: 4 = Strongly agree 3 = Agree 2 = Disagree 1 = Strongly disagree, 0 = no idea at all.

Please try to be very honest about your choices as there are no right or wrong answers — it is only for your own assessment of the organization.

**Table: Descriptive statistics on the extent of employee empowerment**

<b>Measures of Employee empowerment</b>				
<b>Autonomy</b>	<b>Response Ratings</b>			
Management regularly gives information about your department performance	4	3	2	1
There are clear work standards, rules and procedures to follow in each position	4	3	2	1
I have the freedom to act suddenly in my job to meet customer expectations.	4	3	2	1
NWSC operates quality circles which provide me an opportunity for contributing my ideas to work related problem.	4	3	2	1
I have the opportunity to obtain information about customer feedback	4	3	2	1
I have autonomy to organize the way work is done in my job.	4	3	2	1
Staff input is always sought for in all upcoming plans and projects	4	3	2	1
<b>Average mean</b>				
<b>Involvement in decision making</b>				

I am allowed to use my creativity solve problems related to my work.	4	3	2	1
My inputs are accepted in developing & discussing departmental budgets	4	3	2	1
I am always given authority to make decisions about customer service	4	3	2	1
Employees are always allowed to participate in the decision making process.	4	3	2	1
My boss usually share views with me before deciding	4	3	2	1
Staff suggestions are always considered in the final decisions making	4	3	2	1
My boss usually consult me before implementing decisions	4	3	2	1
<b>Average mean</b>				
<b>Psychological empowerment</b>				
NWSC uses clear structures, policies and practices to support employee work	4	3	2	1
My boss & other managers show adequate interest in me and my work	4	3	2	1
I am treated with adequate respect by boss, other managers & staff I work with	4	3	2	1
Top managers and lower employees mix up freely in NWSC.	4	3	2	1
There is clear and fair staff payment and reward system	4	3	2	1
At NWSC, promotions are fair and equitable.	4	3	2	1
<b>Average mean</b>				
<b>Overall Mean</b>				

## Service delivery

<b>Reliability</b>				
NWSC staff are dependable in their job positions	4	3	2	1
When you have problems, NWSC staff are sympathetic & supportive	4	3	2	1
NWSC provides services at the most required time to do it	4	3	2	1
If NWSC promises to do something by a certain date/time they always do so	4	3	2	1
<b>Average mean</b>				
<b>Responsiveness</b>				
Employees of NWSC are always willing to help you as a customer	4	3	2	1
You always receive prompt services from NWSC employees	4	3	2	1
Employees of NWSC always respond to customer requests promptly	4	3	2	1
The staff of NWSC usually tell you exactly when they will provide the service	4	3	2	1
<b>Average mean</b>				
<b>Assurance</b>				
Employees of NWSC are usually polite when dealing with customers	4	3	2	1
You always feel safe in your transactions with NWSC employees	4	3	2	1
Employees of NWSC always get enough support to do their jobs well	4	3	2	1
Employees of NWSC are trustable	4	3	2	1
<b>Average mean</b>				
<b>Overall Mean</b>				