

**EFFECTS OF STEWARDSHIP LEADERSHIP ON PUBLIC SERVICE DELIVERY: A
CASE OF MINISTRY OF INTERNAL AFFAIRS-UGANDA.**

BY

TIGAWALANA SAMUEL

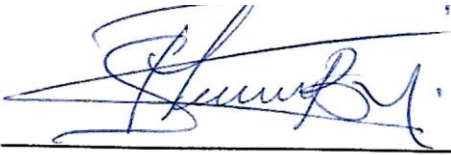
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DECLARATION

This research report is my original work and has not been submitted for examination to any other University or any Institution of Higher Learning.

Signed:  _____.

Date: 10/11/2023 _____.

Name: Tigawalana Samuel

REG/NO: 1173-06266-12188

APPROVAL

This research report has been submitted for examination with my approval as the University Supervisor.

Signed:  _____.

Date: 10/11/2023.

Dr. Kyohairwe Stella. (PhD)

Supervisor

DEDICATION

This research report is dedicated to my beautiful Mother Namagembe Cissy, my wife Ayebare Esther. Your support has been priceless as you inspire me to steer to higher heights. Thank you for being my best friends. I wish to thank my siblings Nagayi Grace, Bagiire Michael, Kanya Lubega Michael and Muyomba Dickson for your encouragement this far.

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TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	x
LIST OF ACRONYMS AND ABBREVIATIONS	xi
ABSTRACT	xii
CHAPTER ONE	1
INTRODUCTION	1
1.0. Introduction.....	1
1.1 Background to the study	1
1.1.1 Historical perspective	1
1.1.2 Theoretical perspective	6
1.1.3 Conceptual perspective	8
1.1.4 Contextual perspective	20
1.2 Statement of the problem.....	21
1.3 Purpose of this study	22
1.4 Specific objectives.....	22
1.5 Research Questions	23
1.6 Null hypothesis	23
1.7.0 Scope of the study	23

1.7.1 Geographical scope	23
1.7.2 Content scope.....	23
1.7.3 Time scope	24
1.8 Significance of the study	24
1.9 Definition of the key terms	24
CHAPTER TWO	25
LITERATURE REVIEW	25
2.0 Introduction.....	25
2.1 Theoretical framework	25
2.1.2 Stewardship theory	25
2.1.2 Leadership theory.....	29
2.2 Conceptual framework	31
2.2.1 Stewardship leadership: Public sector change model.....	32
2.2.2 Public service delivery.....	33
2.3 Review of related literature.....	37
2.3.1 Personal mastery and Public Service Delivery	37
2.3.2 Personal Vision and Public Service Delivery	39
2.3.3 Personal change consciousness and Public Service Delivery	40
2.3.4 Organizational capability.	42
2.4 Empirical studies on Stewardship Leadership and Public Service Delivery	44
2.5 Gaps in the literature	46
2.6 Summary.....	47

CHAPTER THREE	48
METHODOLOGY.....	48
3.0 Introduction.....	48
3.1 Research design.....	48
3.2 Study population	48
3.3 Sample size	49
3.4 Sample techniques.....	50
3.5 Data collection methods	50
3.5.1 Questionnaire	50
3.5.2 Secondary data	50
3.6 Validity and reliability of the instruments	51
3.6.1 Validity.....	51
3.6.2 Reliability.....	51
3.7 Data collection procedures	52
3.8 Pilot study	52
3.8.1 Validity of the research instrument.....	52
3.8.2 Reliability of the research instrument.....	53
3.9 Data analysis	53
3.10 Ethical considerations.....	53
3.11 Limitations of the study	53
CHAPTER FOUR.....	55
DATA PRESENTATION, ANALYSIS AND INTERPRETATION	55
4.0 Introduction.....	55

4.1 Profile characteristics of respondents.....	55
4.2 Effect of personal mastery on public service delivery	57
4.3 Effect of personal vision on public service delivery	60
4.4 Effect of change consciousness on public service delivery	61
4.5 Effect of Personal mastery and public service delivery	64
4.6 Effect of personal vision on public service delivery	66
4.7 Effect of Change consciousness public service delivery community	68
4.8 Multiple linear regression	70
CHAPTER FIVE.....	72
SUMMARY, DISCUSSION OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	72
5.0 Introduction.....	72
5.1 Summary of the findings	72
5.1.1 Specific objective one: Effect of Personal mastery on public service delivery	73
5.1.2 Specific Objective Two: Effect of personal vision on public service delivery	73
5.1.3 Specific Objective Three: Effect of change consciousness on public service delivery.....	73
5.2 Discussion of findings	74
5.2.1 Specific objective one: Effect of Personal mastery on public service delivery	74
5.2.2 Specific Objective Two: Effect of personal vision on public service delivery	75
5.2.3 Specific Objective Three: Effect of change consciousness on public service delivery.....	76
5.3 Conclusions.....	79
5.3.1 Effect of personal mastery on public service delivery	79
5.3.2 Effect of personal vision on public service delivery	80

5.3.3 Effect of change consciousness on public service delivery	80
5.4 Recommendations	81
5.4.1 Effect of personal mastery on public service delivery	81
5.4.2 Effect of personal vision on public service delivery	82
5.4.3 Effect of change consciousness on public service delivery	82
5.5 Contribution to knowledge	83
5.6 Areas for further research	83
REFERENCES.....	84
APPENDICES.....	94
Appendix I; Research Questionnaire	94
Appendix II: Krejcie and Morgan sample size determination table	99
Appendix III: Introductory letter	100
Appendix IV: Acceptance Letter.....	101

LIST OF TABLES

Table 3.1: Showing Research Population.....	49
Table 4.1: Profile Characteristics of Respondents	56
Table 4.2: Descriptive statistics on the effect of personal mastery on public service delivery effects	58
Table 4.3: Descriptive statistics on how personal vision affects public service delivery	60
Table 4.4: Descriptive statistics on the effect of change consciousness on public service delivery in Uganda.....	62

LIST OF ACRONYMS AND ABBREVIATIONS

GEC: Government Executive Committee

EACC: Ethics and Anti-Corruption Commission

IGG: Inspector General of Government

MIA: Ministry of Internal Affairs

GOU: Government of Uganda

NPM: New Public Management SG: Solicitor General

OECD: Organization for Economic Cooperation and Development

OPM: Office of the Prime

PPP: Public Private Partnership

PSB: Public service Board

PSRDS: Public Service Reform and Development Secretariat

TFDG: Task force on Devolved Government of Uganda

WB: World Bank

WDR: World Development Report

SHRM: Society for Human Resource Management

ABSTRACT

The study set out to establish the effects of stewardship leadership on public service delivery in Uganda. It also tried to establish the effect of personal mastery on public service delivery. The specific objectives of the study was to investigate the effect of stewardship leadership on public service delivery of MIA, considering the following specific objectives (i) Personal mastery on public service delivery in Uganda? (ii) Personal vision on public service delivery in Uganda? (iii) Change consciousness on public service delivery in Uganda. This study was guided by two theories namely the Stewardship theory and the Leadership theory. The study was a descriptive survey, precisely the cross-sectional survey design in which both qualitative and quantitative approaches of data collection were employed, the research sampled 260 MIA Staffs, which were sampled from the target population of 805 employees using the Krejcie & Morgan (1970) table of sample size determination. The findings revealed that there are some threats posed by stewardship leadership approaches on public service delivery in Uganda, but most important, MIA employees were guided and trained on the concept of stewardship leadership from their seniors and bosses. The study also concludes that stewardship leadership styles affect the way services are delivered. Leadership styles such as democratic, transactional, and transformational make this possible. The results suggest that those in change consciousness leadership positions should exhibit stewardship leadership to inspire, mentor, and motivate their subordinates, thus creating a more conducive working environment for improved service delivery. With stewardship leadership, subordinates can be motivated to provide quality service to customers. Hence, change consciousness is instrumental in building workforce creativity and stimulating their levels of motivation to enhance service delivery. The study also recommended that the administrators should also endeavour to put in more effort in organizing workshops and seminars on stewardship leadership practices geared towards improving the quality of service in the Ministry. In this regard, the purpose of stewardship should be looked at as the need to improve performance rather than being looked at as a means of punishing staff for their in competencies.

CHAPTER ONE

INTRODUCTION

1.0. Introduction

The chapter introduced the study. It described the background of the study, the statement of the problem, scope of the study, objectives, research questions, significance of the study and the definition to key terms used in the study.

1.1 Background to the study

1.1.1 Historical perspective

In order to live in a vibrant, aggressive, demanding and often ruthless business milieu, organizations deliberately continue to follow compound goals. According to Guest (2014) and Voorde *et al.*, (2020), the pursuit of a multiplicity of goals in a volatile environment enables organizations to balance and harmonize competing interests, spread risks associated with performance through diversification and favorably compete. Lange *et al.*, (2021) assert that for organizations to be competitive and build a good image, they require strategic goals. Organizations that continuously advocate for goal congruence reap Leadership & Organization Development Such organizations also gain in form of creating a shared understanding of roles (Matanda & Ndubisi, 2023) which transforms into avoidance of risks, high supervisory costs and revenue losses (Dooley, 2014).

Public expectation in the public sector performance in delivering services consistent with citizen preferences has been considered weak in developing countries. Globalization, localization, and information revolution are now empowering citizens to demand more accountability from their governments. The World Bank acknowledges that in order to alleviate poverty and achieve Millennium Development Goals, a well-functioning public sector, delivering quality public services consistent with citizen preferences must be in place (Shar, 2015).

Many senior (HR) leaders are also cognizant of this fact and have structured and restructured delivery of their services to meet the challenges of changing national and international business conditions (Taylor & Woodhams (2022). Managers in addition to having competencies

(knowledge, skills and abilities) are required to perform specific tasks or functions must demonstrate leadership knowledge in order to successfully perform their roles, which include attributes/ personality traits.

Managers in addition to having competencies (knowledge, skills and abilities) required to perform specific tasks or functions, must demonstrate leadership knowledge in order to successfully perform their roles, which include attributes/ personality traits. These may range from soft skills such as collaboration and resilience to more strategic skills and abilities such as forecasting and seeing the big picture. Having competency in these areas is vital for the individual's professional progression, particularly the development of competencies associated with leadership roles (SHRM, 2018).

Stewardship leadership is an ideology of leadership that promises the means of achieving fundamental change in the way institutions are governed. It is a choice to preside over the orderly distribution of power by giving people at the bottom and the boundaries of the organization choice over how to serve a customer, citizen or community. It is also the willingness to be accountable for the wellbeing of the larger organization by operating in service, rather than in control of those around us. It is concerned with creating a way of governance that creates a strong sense of ownership and responsibility for outcomes at every level of the organization (Block, 2023). As a crucial responsibility of government and government institutions, the public service should deliver services that a society requires to maintain and improve its welfare (Makanyeza, 2023). In order to do this, government institutions require organizational structures and suitably qualified people who must be supported to deliver the services they are responsible for (Whitaker, 2020).

Many developing countries, however, continue to suffer from unsatisfactory and often dysfunctional public service delivery systems, inappropriate allocation of resources, inefficient revenue systems, and weak delivery of vital public services. Such poor governance leads to unwelcome outcomes for access to public services by the poor and other disadvantaged members of the society such as women, children, and minorities (Shah, 2015). A key argument supporting decentralization reform is that it can improve public service provision by better matching of finances with local needs. Decentralization of powers to sub- national Governments is one of the key reforms with wide implications on this issue. Despite the fact that most countries had initially

pursued decentralization seeking goals different than economic efficiency and improvement in service delivery, this has been one of the supporting rationales for decentralization reform provided by many economists and other experts (Saavedra, 2020).

The stewardship theory (Block, 2023) posits that the utility and satisfaction that emanate from attaining success that arise from proper utilization of resources is better than short-term benefits. The steward subjugates personal interests and short-term gains for common good and altruistic achievements as a trustworthy manager of public resources (Gomez-Mejia *et al.*, 2021; Laszlo *et al.*, 2023). A steward's behavior is organisation-centered rather than self-centered (Donaldson and Davis, 2021). Therefore, a steward gets fulfillment from the victory of the organization. Stewardship differs from agency in that the agency theory advocates for controls whereas the stewardship theory promotes maximization of autonomy, authority and discretion of organizations because stewardship leadership can be trusted.

In stewardship, a leader endeavors to create a balance of power in which each and every stakeholder's interest is appealed to as stipulated by fiduciary obligations (Ali, 2022). According to Block's (2023) stewardship is an approach to governance that is designed to create a strong sense of ownership and responsibility for outcomes including change at all levels of the organization and achievement of mutually desired goals. In a stewardship environment, employees go beyond contractual obligations to responsible management where duties are discharged with skill competencies, care and respect.

Hernandez (2022) argues that stewardship involves risk analysis with a view of maximizing possible gains out of public transactions while minimizing associated losses. Under stewardship, employees and employers are argued to commit to a common good regardless of the incentives or even personal interests.

Working under stewardship relations helps achieve the public sector transformation and restores public trust, service delivery and welfare (Hernandez, 2022). Donaldson and Davis (2021) and Davis *et al.* (2020) assert that stewardship behavior and principles are aligned to long-term goals which benefit a cross section of stake holders (goal congruence) than the self-interested individuals who are mainly driven by economic motives. Against this argument, Gomez-Mejia *et al.* (2021) postulated that since the theory contends that managers gain more motivation and

utility from pro-organizational and collective behaviors that cherish altruism than individually self-motivated interests and behaviors; then stewardship is a pointer to goal congruence. Stewards have foresight knack to look beyond the existing circumstances and see the big picture of the organization and in so doing, they drive the effort of the rest towards achieving organizational goals (Simms, 2019).

Stewards are expected to be authentic in their undertaking, with a moral courage to execute public affairs (Hernandez, 2022). Stewardship characteristics such as personal responsibility, risk taking, moral action and moral courage (Hernandez, 2022; Laszlo *et al.*, 2023) are important in managing transformation hence achievement of congruent goals. Hernandez (2022) argues that under stewardship, managers are not concerned about self-centered individualistically oriented goals in their decisions and performance, but that members are assumed to be mobilized towards attainment of organizational goals.

These may range from soft skills such as collaboration and resilience to more strategic skills and abilities such as forecasting and seeing the big picture. Having competency in these areas is vital for the individual's professional progression, particularly the development of competencies associated with leadership roles (SHRM, (2018).

Bahamian (2018) describes stewardship as an ideology of leadership that promises the means of achieving fundamental change in the way institutions are governed. It is a choice to preside over the orderly distribution of power by giving people at the bottom and the boundaries of the organization choice over how to serve a customer, citizen or community. It is concerned with creating a way of governance that creates a strong sense of ownership and responsibility for outcomes at every level of the organization (Block, 2023). As a crucial responsibility of government and government institutions should deliver services that a society requires to maintain and improve its welfare (Makanyeza, 2023).

In countries like the USA and those in European Union, their practice of Stewardship leadership is very crucial and meaningful in as far as performance delivery is concerned. In such areas Stewardship leadership is used to improve organization efficiency and productivity through use of effective and efficient leadership. Most of these countries decide to direct serious attention to

support Stewardship leadership and commit the required resources (Visscher, Wild & Fung, 2019).

In Africa majorly South-Africa, it is noted that from time to time they plan, make surveys and consultations about issues related to improved Stewardship leadership (Charyani, 2021). However, in a country like Uganda and its ministries like Ministry of Internal Affairs (MoIA) in particular, Stewardship leadership has not been taken as critical towards employee performance and service delivery. Instead, it is considered like any other normal practice where employees are expected to be involved. This is largely attributed to lack of capable professionals, technical infrastructure and finances (Visscher, *et al.*, 2021), and have not fully embraced administrative Stewardship leadership.

In Uganda, efforts to improve Stewardship leadership have been on for a long time. For example, the Land Sector Strategic Plan (LSSP) of Uganda 2011-2021 strategic objective number 4 considered to be the most relevant for land management leadership was to increase availability, accessibility, affordability, and use of land management for planning and implementing development programmes. One of the strategies to achieve this objective was to introduce a unified, relevant and accessible passport control and immigration control, which is managed and operated effectively through Stewardship leadership. Implementing policies on immigration, passport management to support economic growth is not possible if there is no Stewardship leadership (Ahene, 2019) and passport and immigration control can't be possible without Stewardship leadership.

Nowadays, therefore, organizations like Ministry of Internal Affairs (MIA) have no choice other than implementing Stewardship leadership. The future belongs to those who consider and analyze advantages and disadvantages of Stewardship leadership through accurate recognition as well as learn from the experience of others, without having to bear the costs of that experience again. Having access to Stewardship leaders leads to an increasing acceleration; the acceleration that makes each saved unit of time more valuable than previous unit. Stewardship leadership is applying mentorship skills, risk taking and experimentation to facilitate office affairs in the organization so as to enhance their efficiency (Wabineno, 2016).

The Mandate of the Ministry of Internal Affairs (MIA) is —Policy making, Standards Setting, National Planning, Regulation, Coordination, Inspection, Monitoring and back-up technical support relating to citizenship and immigration control; promoting and fostering sustainable human identification through issuance of national IDs; and, managing and issuance of working permits to foreigners in the Country. The Ministry is in charge of passport Administration and Stewardship leadership covers all activities that an individual does when he or she wants to make a transformation in someone else’s mind.

Berglund, (2018), explains that stewardship leadership is the exchange process in which the parties send and receive messages simultaneously. According to Ince and Ince, (2021) stewardship leadership is the exchange of ideas, emotions and opinions through words, letters and symbols among two or more people. Despite these different definitions, the main point in stewardship leadership lies within sharing. It is, therefore, the process of sharing emotions, thoughts and information between two or more parties and thus, uncovering common meanings (Karakütük, 2021).

1.1.2 Theoretical perspective

Stewardship theory has been framed as the organizational behavior counterweight to rational action theories of management, (Donaldson & Davis, (2023). This theory holds that there is no conflict of interest between managers and owners, and that the goal of governance is, precisely, to find the mechanisms and structure that facilitate the most effective coordination between the two parties, (Donaldson, (2020). Stewardship Theory holds that there is no inherent problem of executive control, meaning that organizational managers tend to be benign in their actions (Donaldson, (2018). The essential assumption underlying the prescriptions of Stewardship theory is that the behaviors of the manager are aligned with the interests of the principals. Stewardship Theory places greater value on goal convergence among the parties involved in corporate governance than on the agent’s self-interest, (Van Slyke, (2016).

This is appropriate in analyzing the public sector, as the goal of public service is not the benefit of one or a few but the greater good of all. The model of man ‘in Stewardship Theory is someone whose behavior is ordered such that pro-organizational behaviors have higher utility than

individualistic behaviors This model of man is rational as well, but perceives greater utility in cooperative behaviors than in self-serving behaviors (Elving, (2015).

According to Shields &Young, (2023), Stewards are motivated by intrinsic rewards, such as reciprocity and mission alignment, rather than solely extrinsic rewards. The steward, as opposed to the agent, places greater value on collective rather than individual goals; the steward understands the success of the organization as his own achievement. Therefore, the major difference between stewardship and agency is on the nature of motivation. Agency Theory places more emphasis on extrinsic motivation, while Stewardship Theory is focused on intrinsic rewards that are not easily quantified, such as growth, achievement, and duty.

The first application of stewardship theory specifically to Non-Profit Organizations occurs in a short paper by (Dicke *et al*, (2022), who conducted an empirical study to identify the prevailing types of values found in human service organizations that would correlate with service quality.

According to Wilson, (2020), stewardship theory should not be dismissed yet as a conceptual foundation for the development of methods for ensuring accountability in human services contracting. Stewardship theory is still a relatively undeveloped field and needs additional research, particularly as it applies to non- profit governance and leadership.

Stewardship leadership requires a higher calling than just doing a job; it calls for proactive leaders who protect their organizations and their personal leadership skills against a future set of challenges. Stewardship leadership is the umbrella idea that promises the means of achieving fundamental change in the way institutions are governed and principally means to hold something in trust for another, (Block, 2023).

Block, (2023), observes that the experience of service is lacking as opposed to commitment to service. He suggests that authentic service is experienced only when there is; a balance of power, primary commitment to the larger community, each person joining in defining purpose and deciding the kind of organizational culture and a balance and equitable distribution of rewards.

Ghatak, (2017), posits that public services are a key determinant of quality life that is not measured in per capita income. Service delivery is therefore stressed as an important feature of poverty reduction strategy (Manyenza, 2023). Public Service delivery is vital to poverty

alleviation and key to realizing the Millennium Development Goals (MDGs) as emphasized by, (Hernandez, 2016).

In organizational Stewardship leadership research, some main components of the systems theory have been identified to show how effective Stewardship leadership leads to employee performance which include ; wholeness, hierarchical and feedback. In systems theory, the whole determines the character and functions of parts, (Weckowicz, 2022). Wholeness refers to the interdependence of the various elements that constitute the system. This means that individual parts of a system contribute to the existence of the organization. Conferring to Miller, (2019), the concept of an organizational structure indicates that the relations within an organism are systematized by order of hierarchy rules. In this regard, components in the main systems are designed into subsystems, making up the whole system, which itself operates within a larger environment.

Stewardship leadership covers all activities that an individual does when he or she wants to make a transformation in someone else's mind. This is a meaning bridge between an individual or individuals and organization, (Kurt & Peters, 2014).

Nine dimensions of stewardship leadership suggested by Kurt and Peters are; personal mastery, personal vision, mentoring, valuing diversity, shared vision, risk taking and experimentation, vulnerability and maturity, raising awareness and delivering results. The implications of public leaders as transformational stewards are more significant than they may appear. For public leaders and managers to fulfill their role as leaders of change, many of our traditional assumptions about the nature of public service must be reconsidered and reconciled, (Kee & Whitney, 2016).

1.1.3 Conceptual perspective

Stewardship requires a higher calling than just doing a job; it calls for proactive leaders who protect their organizations and their personal leadership skills against a future set of challenges. Stewardship is the umbrella idea that promises the means of achieving fundamental change in the way institutions are governed and principally means to hold something in trust for another, (Block, 2023).

We are now operating in an age of total transparency, in which unscrupulous behavior can no longer be swept under the carpet and consumers/citizens are increasingly vocal about their desire for companies and Governments to demonstrate social conscience as well as pursuit of profit. These changing times call for a fundamental departure from the leadership styles of the past, (Kurt & Peters, 2014).

Given the strong change influences that have emerged in the contemporary public leadership landscape, how does the concept of transformational stewardship provide a viable path for fulfilling the responsibilities of public service? In order to answer this question, we first address the seeming paradox of public sector leaders as both change agents and stewards of the public trust as they seek to accomplish their organizational roles and responsibilities. At the heart of this discussion is an ongoing debate about managerial discretion and the role of public managers that harkens back to the, Finer, (2020)-Friederich, (2020), debate—arguments that have recently been rejoined in the discussion between advocates of —New Public Management (NPM) and those that see the role of public managers as conservators within a tightly controlled system of democratic accountability, (Kee, *et al.*, 2017).

Stewardship is a governance strategy designed to create a strong sense of ownership and responsibility for outcomes—including change—at all levels of the organization. It also means giving more control to citizens, and creating self-reliance and partnerships among the organization's stakeholders, (Kee, 2023). Thus, the concept of transformational stewardship is a vision of the public sector leader and manager that fully embraces the necessities of change that define contemporary public leadership. This concept envisions an active public leader, facilitating change through building organizational capacity, developing partnerships, and thoroughly analyzing the risks of change, in order to maximize potential gains while minimizing—to the extent possible—potential losses associated with change, (Kee & Whitney, 2016).

The steward leadership model empowers managers to become leaders who serve something greater than themselves, take courageous stands for the common good, mentor and coach others, as well as delivering results with others. This enables the executives of the future to build strong sustainable organizations that are held in trust for future generations - in sharp contrast to a

conventional command-and-control leadership style, solely focused on reducing costs and creating profit, (Kurt & Peters, 2014).

Nine dimensions of stewardship leadership suggested by Kurt and Peters are; personal mastery, personal vision, mentoring, valuing diversity, shared vision, risk taking and experimentation, vulnerability and maturity, raising awareness and delivering results. The implications of public leaders as transformational stewards are more significant than they may appear. For public leaders and managers to fulfill their role as leaders of change, many of our traditional assumptions about the nature of public service must be reconsidered and reconciled. This reconciliation must occur at several levels – from the conceptualization and rationale behind the public leader 's place in government, to the roles, practices and skills that characterize transformational stewards and their organizations, (ibid).

Stewardship leadership in the broadest sense can be thought of as a leadership function in which those exercising leadership (those with —legitimate authority as well as others throughout the organization) have developed certain attributes that guide their actions, (Kee, *et al*, 2017). These attributes reflect leaders' personal outlook or beliefs (their inner-personal beliefs or traits), how they approach a situation (their operational mindset), how they involve others in the function (their inter-personal actions/interactions with others), and their commitment to change and innovation (their change-centric approach).

After this brief introduction to stewardship leadership, it would be appropriate to revert to the concept of organizational stewardship leadership. Organizational stewardship leadership denotes stewardship leadership is a vision of the public sector leader and manager that fully embraces the necessities of change that define contemporary public leadership. This concept envisions an active public leader, facilitating change through building organizational capacity, developing partnerships, and thoroughly analyzing the risks of change, in order to maximize potential gains while minimizing-to the extent possible potential losses associated with change, (Kee & Whitney, 2016).

According to Stinglhamber, (2021), the variety of stewardship leadership aids/ techniques used in an organization depends on the nature of the organization, its kind and range of personnel that best suits the management and also the location of the workplace. In MoIA like in most

organizations, managers/supervisors often leave that aspect of stewardship leadership to the organization structure authority as the Ministry is a typical structure organization with three Directories composed of various Departments, Sections all organized under a hierarchical structural leadership.

Stewardship is an ideology of leadership that promises the means of achieving fundamental change in the way institutions are governed. It is a choice to preside over the orderly distribution of power by giving people at the bottom and the boundaries of the organization choice over how to serve a customer, citizen or community. It is also the willingness to be accountable for the wellbeing of the larger organization by operating in service, rather than in control of those around us, (Beheshtian, 2019).

It is concerned with creating a way of governance that creates a strong sense of ownership and responsibility for outcomes at every level of the organization (Block, 2023). As a crucial responsibility of government and government institutions should deliver services that a society requires to maintain and improve its welfare, (Makanyeza, 2023).

Stewardship leadership is defined as the careful and responsible management of something entrusted to one's care (Merriam-Webster (2019). This definition has been enriched to include the management of the property or resources belonging to another in order to achieve the owner's objectives, (Wilson, 2020).

Public Service delivery has been defined as the actual production of a service such as collecting refuse and disposing it or lighting the streets by Municipal Research and Services Center (MRSC, 2023). This view is supported by Stauss, (2015), who suggests that in economic transactions, it is specialized skills and knowledge that are exchanged for money rather than the physical resources. Depending on the kind of service being offered, each service has a primary intervention of transforming the customer and that the client himself/herself is the principal beneficiary, (Whitaker, 2020).

Government and government institutions and the public service should deliver services that a society requires to maintain and improve its welfare as a fundamental responsibility. To do this, government institutions require organizational structures and suitably qualified people who must

be supported to deliver the services they are responsible for, (Whitaker, 2020). Block, (2023), observes that the experience of service is lacking as opposed to commitment to service. He suggests that authentic service is experienced only when there is; a balance of power, primary commitment to the larger community, each person joining in defining purpose and deciding the kind of organizational culture and a balance and equitable distribution of reward.

Malaysian public sector organizations recognized that they had to improve and strengthen the values of good governance regularly in order to perform their excellent service delivery for a long period of time, as the public expectation increasingly becomes demanding, (MohdSidek, 2017; Siddiquee, 2019). In the Malaysian context, poor governance of public sector has been related to ineffectiveness and inefficiency of service delivery which is indicated by various complaints such as abuse of power, slow action and unethical behaviors among the employees made by the public, (Public Complaint Bureau (PCB), 2022).

As discussed earlier, South Africa has also had its fair share of issues on service delivery from a background of apartheid and post-apartheid era. The post-2014 public service inherited a system that was ineffective and inefficient in addressing the service delivery needs and demands of the South African society thus an ethos and culture of service delivery first had to be created by the public service, (Ncholo, 2020).

Several initiatives were adopted to counter this namely by; adoption of the White Paper, PPP and alternative service delivery. Closer home, a study on strategies to improve service delivery in local authorities such as Kajiado County found that the major causes of poor service delivery in local authorities were: Councillor interference and political manipulation, corruption and lack of accountability and transparency, inadequate citizen participation, poor human resource policy, failure to manage change, lack of employee capacity, poor planning, and poor monitoring and evaluation, (Makanyeza, 2023). Accordingly, Gisselquist, (2014) defines public service delivery as the processes by which organizations direct, control, and held to account. It encompasses authority, accountability, Transparency, leadership, direction, and management exercised in the organization.

In Kenya, the Vision 2030 stands out as the main driver for a citizen-focused, and result oriented public service. Several initiatives have been adopted to enhance County public service delivery in

Kenya. Among these initiatives is introduction of service delivery charters, citizen surveys to provide a viable method of obtaining regular feedback on the progress of the recently introduced Huduma Centres model among others (Abdalla, *et al.*, 2015). The effectiveness and efficiency with which public services are provided to support inclusive growth, economic innovation and competitiveness and maintaining quality places is key to the success of the Counties (Task Force on Devolved Government of Kenya, 2021). The guiding principles for designing service delivery mechanisms were cited to include efficiency, effectiveness, inclusivity and participation in the service delivery cycle.

Many countries since 2020s, developed or developing, have been embarking on public sector management reforms. Public service delivery has been enacted in many countries, for instance, the USA's Government Performance and Results Act (GPRA), UK 's Citizens Charter, Australia's Public Service Act, Japan's Public Service Reform Act, etc. The former active, direct, and leading role of public governance has increasingly been replaced with a more passive, indirect, catalytic, and facilitating role, as observed not only in high-income countries such as Australia, Belgium, Canada, France, New Zealand, the UK, the USA, Singapore, and South Korea, but also in middle- and low-income countries such as Malaysia, Thailand, Argentina, and India, (Frost & Sullivan, 2022).

However, despite the tremendous efforts and resources allocated to reforms, many countries have not achieved their initial goal of developing and transforming their societies to the desired standards. Quality health services, education and housing still remain out of reach for many communities, with a few exceptions of successful cases (Malaysia, for example). These reform efforts are driven by the transformation of public administration by the changing dynamics of demand and supply of public services. The new public administration puts into account the needs of the citizens rather than the governments. More recently, reform trends are concerned with finding alternative approaches to organizing and managing the public services, (Frost & Sullivan, 2022).

As, Wampler & Touchton, (2021), describe, public service delivery has -a comprehensive coverage, including how an organization manages, it's business and other structures, its culture, its policies and strategies and the way it deals with its various stakeholders. In the same manner, the

determination of Good Governance in the Public Sector (International Framework) is to stimulate better service delivery and improved accountability by establishing a benchmark for good governance in the public sector. Most governance codes focus on delivering good governance practices at an organizational level, (Allen, 2018).

As, Lvw *et al.*, (2023) the spirit and notion encompass how public sector organizations clear their responsibilities of stewardship by being open, accountable, and prudent in decision making, in providing policy advice, and in managing and delivering programs. Public sector governance includes the policies and events used to direct an organization's activities to provide reasonable assurance that objectives met and operations carried out in an ethical and accountable manner, (Kothari, 2023).

As (Hernández *et al.*, 2017), sound functioning public sector delivers quality available services consistent with citizen preferences just as advancing private market-drove development as a similar time. The overseeing financial assets judiciously are viewed as essential to the accomplishment of Millennium Development Goals. The same to Hernandez, the UNDP, 2017, (UNDP, 2015) (the United Nations Development Programs), Good public sector governance generally focuses on two main requirements of institutions: a) Public service delivery refers to the institution uses its governance arrangements to contribute its overall presentation and the delivery of its goods, services, or programs. b) Conformance is an institution uses of its governance arrangements to make sure it meets the requirement of the law, regulation, published standards, and community expectations of goodness, accountability, and openness.

This study considered the Malaysian and South African examples of successful public service delivery reforms. Malaysia is a middle and low income country which has had many strategies put in place to turn around its public service by putting in place institutional as well as behavioral aspects of service providers. South Africa on the other hand had been under apartheid rule for many years and has transformed its public service after independence to accommodate the Africans who had been left out as managers in the public service.

The public service delivery system in Malaysia has undergone significant transformation as a result of reforms and innovations introduced during the past decades with emphasis on leaner and productive public service, efficiency and effectiveness of service delivery mechanisms,

strengthening relationship with the private sector, and streamlining the procedures which would eventually help Malaysia to face the challenges of the changing times and achieve the nation's developmental objectives. Despite these changes since the 2020s, increased concerns for developing efficient delivery systems, the traditional public management structures and values have remained largely intact. In the 2020s, the reforms attempted to change public service culture by emphasizing on pro-active public service, quality improvement and customer focus, accountability, results-orientation and innovative service delivery under electronic government, among others (Painter, 2014).

Malaysia has followed the global trends of public management reform and introduced a wide variety of innovations in the public sector. The service delivery system has been a major focus of reform efforts, seeking to bring about major improvements in terms of efficiency and the quality of governance; reform measures have altered the institutional and procedural aspects of service delivery system as well as the behavioral aspects of service providers. This has been achieved by streamlining the service delivery system, simplification of rules and procedures, upgrading of counter services and modernization and introduction of new codes of conduct for officials. In addition, there has been introduction of quality management, customer charters and e-government. However, despite all promises and achievements, evidence shows that the overall impact has remained limited and that the public service continues to suffer from a number of serious limitations and challenges, among them being; high incidence of corruption, bureaucratic inefficiency, lack of competence and professionalism among public officials, procedural complications and delays in service provision and eroding competitiveness, (Siddiquee, 2018).

Several recommendations have been made by, Siddiquee, (2018), in his studies on public service delivery innovation in Malaysia. These are; to improve the quality rendered by the Malaysian Government by putting in place more robust initiatives to combat bureaucratic corruption and declining professionalism, continuous efforts must be made to streamline and expedite public service delivery even further, sustaining and consolidating the ongoing drives and initiatives and routinely monitoring their progress and performance in terms of expected results.

Initiatives like QCC, TQM, Clients Charter and benchmarking at the agency level may also be explored. The Malaysian experience shows that while there is no shortage of innovative measures,

the implementation is uneven and at times, some of them gradually lose sight of reforms. Continued emphasis and sustained implementation of measures that have been found promising is necessary. In order to improve governance and public service delivery, it was further recommended that the agencies undertake regular evaluations to assess how the clients view their current levels of service in terms of speed, convenience and accessibility. Such surveys should also seek to assess the service needs and expectations of their clients so that public service delivery improvement drives precisely respond to the priorities expressed by them, (Siddiquee, 2018).

The new South Africa Government came into existence in 2014 and faced a massive task of fiscal, political, social and economic transformation, all of which required an effective public service capability. The public service itself had been subject during the Apartheid era to the same limitations as other key South African institutions, which included substantial isolation from contemporary influences elsewhere, the impact of excluding the majority of the population of the Country from opportunities to exercise power and influence in the public service, and an inability to overcome certain rampant social and economic problems such as HIV/AIDS, unemployment, poverty and crime, (Russell & Bvuma, 2021).

The transformation required was from a traditional, extensive and expensive bureaucracy to a more flexible and less bureaucratic mode; from a public service culture and complement dominated by one culture/language group to one in which power was shared among several culture and language groups, and from a policy environment in which the —advantagedll members of the community received premium service compared with members of disadvantaged communities, who may have received little or no service in many key public service functions.

The changes required were to include institutional, cultural and policy changes, and, associated with all of these, significant alterations in patterns of resource allocation as programs were extended or new programs added to meet the needs of disadvantaged communities not previously served. The scale of change required was massive, and included extensive reforms of traditional public service structures, as well as a range of innovative approaches to alternative service delivery. Since 2014, a massive series of public service changes have been implemented which include: rationalization and amalgamation of former national, provincial and homeland public

services into a single unified public service structure, creation of new central personnel agencies designed to provide strong leverage for change by creating a new Department of Public Service and administration through the Public Service Laws amendment Act 2017, enactment of new public service legislation and regulations and English being made the official language of administration deviating from the Afrikaans language.

Undertaking so much reform within a five-year period meant change on a large scale. These changes included: creation of a new unified public service from diverse precedents; creation of new central agencies to manage the public service; almost immediate devolution of key powers to departments and provinces, conversion of the language in which regulations are written. All this had to be accomplished while facing significant problems of cultural adaptation; over Manning; the need to overcome longstanding isolation, the need to ensure a senior management echelon committed to change, and pressures to deliver results quickly. By the year 2020, the public service had been unified, reduced in numbers to around 980,000, converted to English speaking, and seen most management powers devolved, (Russell & Bvuma, 2021).

Later, alternative public service delivery came to be a key objective for the same reason, namely that it is by tangible service delivery results that the public service is most properly judged, especially in a country where service delivery benefits had long been inequitably distributed. The key service delivery improvement initiatives were three, namely: Batho Pele, public private partnerships and alternative public service delivery.

The White paper on transforming public service delivery – Batho Pele was published in 2017 with a view to improving departmental service delivery founded on eight service delivery principles which were; to regularly consult with customers, to set service standards, to increase access to services, to ensure higher levels of courtesy, to provide more and better information about services, to increase openness and transparency about services, to remedy failures and mistakes and to give the best possible value for money, (PSC, 2020).

In 2017, the South African Cabinet approved creation of interdepartmental task force to explore ways to make PPP a more viable option for performing selected departmental functions on behalf of national and provincial government departments. The task force addressed six issues, namely; an audit of PPP activities in South Africa, analysis of possible fiscal impacts, preliminary scan of

the legal framework, consideration of institutional options, review of international practices and an assessment of organizational capacity to carry out PPP. The PPP approach mainly uses the expertise, investment and management capacity of the private sector to develop infrastructure, as well as to improve and extend efficient services to communities, (Van Niekerk, *et al.*, 2021). In addition to the two initiatives discussed earlier, the Alternative service delivery was adopted. This entailed identification, development and adoption by public departments and agencies of means of delivering services other than through traditional, hierarchical bureaucracy. It also sought to focus attention on innovative delivery solutions at the customer end. To a large extent this approach was developmental as it involved the nurturing and support of creative solutions by those directly responsible for customer service innovation, transforming the role of top management into supporters and advocates for service delivery achievement rather than micro managers or controllers.

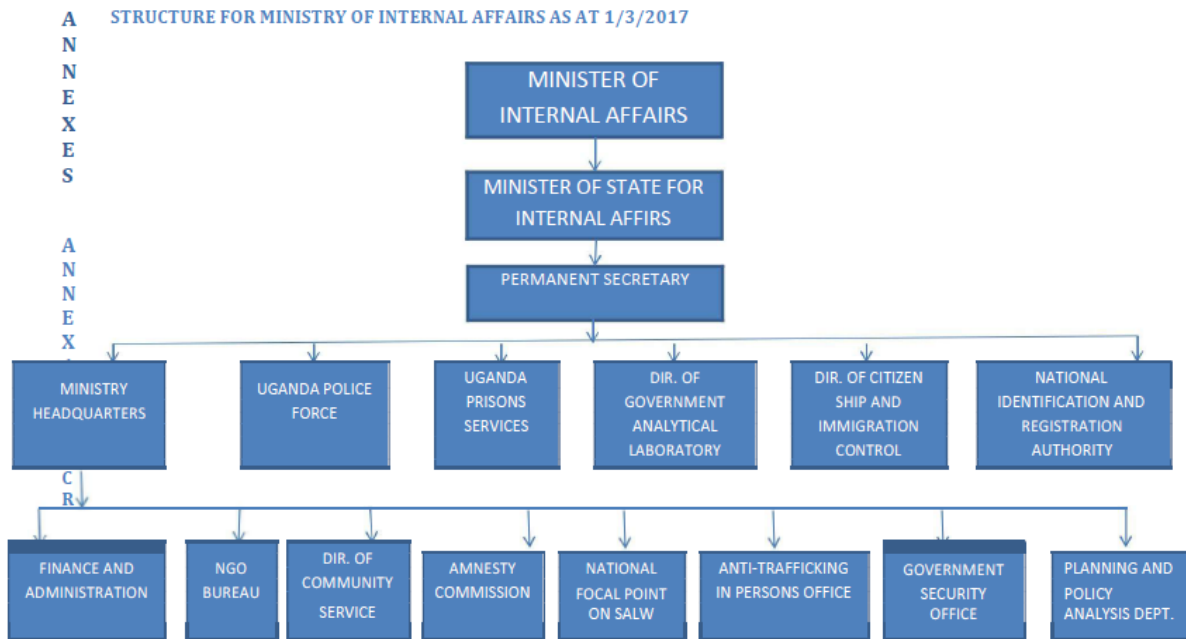
The South African experience has shown that the adoption of policies such as Batho Pele for the improvement of customer public service behavior has been important. Marketization policies such as public private partnerships have also a role to play. A wide range of other steps however, is also needed to encourage service delivery improvement at the customer end by improving staff development and training, fostering of innovation, comprehensive review and accountability procedures, fight against corruption and deployment of resources from low to higher priority areas.. Central bodies play a role of promoting a comprehensive framework of options, of disseminating best practice, and of celebrating and rewarding achievement. Such an approach is consistent with a devolved and empowered model of public sector management, and allows socially responsible change to take place instead of the narrower, more doctrinaire and socially damaging approaches, which have been implemented elsewhere, (Van Niekerk, *et al.*, 2021).

Upon Uganda attaining her independence in 1962, the Government took upon itself the task of providing basic needs and services in response to the needs and aspirations of its citizens. The Public Service had other responsibilities among them; coordination of national development, promotion of economic growth and managing industrial and commercial concerns where Government had interest. This ultimately led to a larger Public Service at the grass root levels and also supervisory and management which resulted in overstressing the capacity of the Service leading to poor performance, low productivity and ultimately poor service delivery (Office of the

President PSRDS, 2015). This necessitated public sector reform and transformation efforts towards improving public service performance and overall public service delivery, which was to be achieved by overhauling administrative systems to better serve the needs of the government and the citizenry with improved public services to reduce poverty, improve livelihoods and sustain good governance.

The public at an organizational level, service delivery has accountability towards its stakeholders such as owners, employees, unions, and society. The public service delivery accountability described here is a continuous cycle or system, (Kenosi, 2021). A systemic approach enables an agency to identify, collect, and use the information or data on which accountability is eventually based. Public service delivery accountability starts with identifying the agency's strategic goals. Following that, agency public service delivery goals in support of the strategic objectives defined by the organization annual plan, (Summermatter & Siegel, 2019). Then, public service delivery measures developed in MIA and a baseline established to permit assessment of whether the goals are actuality met, (Kiplimo & Amisi, 2018). When these measures are together with the Merit System Principles framework, the Ministry develops a profile and comparisons of how well it performs in implementing public service delivery consistent with the principles, the backbone of the public service delivery principles, (Summermatter & Siegel, 2019).

1.1.4 Contextual perspective



Source: Ministry of Internal Affairs, (2016)

According to GOU (7 October 2016), The Ministry of Internal Affairs is a cabinet-level government ministry of Uganda headed by minister as a political head deputized by a state minister (GOU ,2021) It is responsible for the facilitation of "legal and orderly movement of persons to and from Uganda, regulate the residence of immigrants in the country, verify and process Uganda citizenship and enforce national and regional immigration laws for the development and security of Uganda —The ministry is headed by a cabinet minister, currently General Kahinda Otafire. He is assisted by a Minister of State, currently Gen. David Muhoozi. The headquarters of the ministry are located at 75 Jinja Road, in the Central Division of Kampala, the capital and largest city of Uganda. The coordinates of the ministry headquarters are: 0°19'08.0"N, 32°35'49.0"E (Latitude: 0.318889; Longitude: 32.596944 MOIA (8 October 2016).

The ministry has four directorates:

1. Directorate of Government Analytical Laboratory
2. Directorate of Citizenship and Immigration Control
3. Bureau of Non-Governmental Organizations

4. National Focal Point
5. Department of Finance & Administration

The Uganda Prisons Service joined other state agencies in welcoming the new ministers of Internal Affairs on the 23rd June 2021 during a scientific handover/takeover ceremony held at the Ministry headquarters. Gen. Jeje Odongo handed officially handed over office to Gen. Kahinda Ottafire following his appointment the new Cabinet Minister of Internal Affairs. Gen. Kahinda Ottafire, a veteran Ugandan minister recognized the tremendous development achieved by his predecessor in terms of infrastructural growth and institutional corporations vowing to add more value on what they did in the past with a new working ideology, "if you have any problem in your line of duties, come to me and we solve it together, I am a renowned problem solver and it is my responsibility to cater for the best welfare of everyone working under me", he stated.

In the same event, Hon. Obiga Kania handed over to Gen. David Muhoozi as the new Minister of State of Internal Affairs, Gen. Muhoozi pledged to work harder so as to push the Ministry far taking up from where his predecessor had stopped calling upon all stakeholders to expedite on the specific assignment of digital monitoring for the vehicles and improved service delivery on the whole. The Permanent Secretary of the Ministry of Internal Affairs, Lt. Gen. Joseph Musanyufu has taken over the reins from the previous Permanent Secretary Dr. Benon Mutambi. The handover ceremony was presided over by the Minister of Internal Affairs, Maj.Gen. Kahinda Otafiire at the Ministry Headquarters on 16th August 2021. The Permanent Secretary is the technical head of the ministry appointed by the president (MIA, 2021).

1.2 Statement of the problem

Stewardship leadership is a principal and essential endeavor in an organization as the sustainability of an organization is based on effective stewardship leadership among employees and relationships develop based on effective stewardship leadership. For example, according to Geo- Information Communication (GIC) Ltd (2017) put it clear that despite the efforts by government to improve on public service delivery mechanism, there is still poor service delivery by government entities to the citizens (IGG Report, 2021). The public procurement and disposal of public assets reports from 2015 up to 2017 and the IGG report of 2021 reveal that delayed provision of services by government entities is as due to corruption, shoddy works, expensive

services and generally poor customer service. However, in the context of MIA, majorly the Directory of citizenship and immigration control, stewardship leadership has been largely left to the organization structure authority and not given strategic advocacy letting the major strategies of promoting stewardship leadership not being used effectively, (MIA, 2021). According to National Service Delivery Survey Report of 2015, 52% of the citizens rated the performance of public servants not to be satisfactory in the provision of service to the citizens. For example, in the pilot study made, respondents revealed that the passports as well as other travel documents were difficult to obtain, with only two in every ten respondents able to obtain passport with ease. This poor public service delivery may be attributed to weak systems which advocate for and promote strong leadership, performance and customer care so as to uphold enhanced institutional service delivery, create an enabling environment that emphasizes work place practices that enforce systems that uphold institutional leadership, (MIA, 2018). In some cases, the Stewardship leadership gaps of personal mastery, personal vision that exist between senior administrators and their juniors make them to generally sense to be weak, inefficient to be responsible in their field of work, (GoU, 2022). However stewardship has been problematic in MIA for long period of time as it was not purposely done. According to IGG's report (inspector General of Government report, 2021), the public asset report 2015-2017, the report services by government entities in due to corruption and miss management of public assets which resulted in shoddy work and expensive public services in most of government ministries with ministry of internal affairs inclusive. Therefore the study sought to investigate the effects of stewardship leadership on public service delivery.

1.3 Purpose of this study

The purpose of the study was to establish the effect of stewardship leadership on public service delivery of the Ministry of Internal Affairs.

1.4 Specific objectives

The researcher aimed at achieving the following objectives:

1. To examine the effect of personal mastery on public service delivery.
2. To investigate the effect of personal vision on public service delivery
3. To assess the effect of change conciseness on public service delivery.

1.5 Research Questions

The researcher was guided by the following research questions:

- (i) What is the effect of personal mastery on public service delivery?
- (ii) What is the effect of personal vision on public service delivery?
- (iii) What is the effect of change conciseness on public service delivery?

1.6 Null hypothesis

H₀₁: There was no significant relationship between personal mastery and public service delivery

H₀₂: There was no significant relationship between personal vision and public service delivery

H₀₃: There was no significant relationship between change conciseness and public service delivery

1.7.0 Scope of the study

1.7.1 Geographical scope

The area of study was the headquarters of the ministry of internal affairs - Kampala covering four departments since these departments covers the highest number of staff.

1.7.2 Content scope

This study examined stewardship leadership as the independent variable and public service delivery as the dependent variable. Two elements of stewardship leadership and public service delivery were specifically examined in this study and these include maturity and personal mastery, vision and vulnerability. In case of stewardship leadership, three elements were examined namely personal vision, personal mastery and personal experience. In addition, the study identified factors that influence public service delivery in Uganda and examined the perceptions of MOIA employees towards stewardship leadership.

1.7.3 Time scope

This study covered data from 2002-2023. This time period was chosen because a lot of studies were carried out during this and data pertinent to this research were gotten which shed some light on the phenomenon being studied.

1.8 Significance of the study

The study could help the Ministry of Internal Affairs identify stewardship leadership practices that may positively or otherwise affect public service delivery and hence be in position to adjust those systems that they are in position to adjust in order to positively influence employee performance in the ministry.

The policy makers could use the results of the study to identify and bridge up gaps in the existing appraisal practices. This would help in improving the performance of employees and motivate them.

Employees and their supervisors at the Ministry can use the results to enable them conduct stewardship programmes in their respective departments in a more systematic and transparent manner in order to come up with more accurate and dependable results concerning public service delivery.

1.9 Definition of the key terms

Stewardship requires a higher calling than just doing a job; it calls for proactive leaders who protect their organizations and their personal leadership skills against a future set of challenges, (Stauss, 2015).

Stewardship leadership in the broadest sense can be thought of as a leadership function in which those exercising leadership (those with —legitimate authority as well as others throughout the organization) have developed certain attributes that guide their actions, (Kee, *et al*, 2017).

Public Service delivery has been defined as the actual production of a service such as collecting refuse and disposing it or lighting the streets by Municipal Research and Services Center, (MRSC, 2023). This view is supported by Stauss, (2015) who suggests that in economic transactions, it is specialized skills and knowledge that are exchanged for money rather than the physical resources.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter dealt with a review of the literature relevant to the study of stewardship leadership and public service delivery in the public sector. The chapter commenced by giving a theoretical framework and looks at the theories that relate to the study objectives. The chapter also gave the conceptual model that showed the relationship between the dependent and independent variables. Empirical data review was carried out and research gaps were identified.

2.1 Theoretical framework

A theoretical framework is a collection of interrelated ideas based on theories used to explain a phenomenon. There were many studies related to Stewardship leadership but this study relied on two theories as discussed below:

2.1.2 Stewardship theory

Stewardship is defined as the careful and responsible management of something entrusted to one's care, (Merriam-Webster 2019). This definition was enriched to include the management of the property or resources belonging to another in order to achieve the owner's objectives, (Wilson, 2020).

Davis *et al.*, (2017), introduced the stewardship theory as a means of defining situations in which managers are not motivated by individual goals but rather are stewards whose motives are aligned with the objectives of principals. Corbetta and Salvato, (2014), suggested stewardship theory and its humanistic model of man as applicable within family firms' context. The Stewardship theory posits that Board of Directors and Chief Executive Officer will act as good stewards of the family firms' assets and will pursue the interests of the firm even if the interest of executives differ from family interest, (Rotich, 2014).

Another concise history of stewardship and its relationship to accounting is by Higson and Tayles, (2016), who began with a brief history of financial statements and stewardship's relationship with the purpose of financial reporting. The researchers demonstrated, starting with ancient Roman

farming and moving through the Middle Ages, that record-keeping was done, not to calculate profit and loss or return-on investment, but to prevent theft and other unrecorded losses that were under the management of the steward.

Stewardship theory has been framed as the organizational behavior counterweight to rational action theories of management (Donaldson & Davis, 2021 and 2023). This theory holds that there is no conflict of interest between managers and owners, and that the goal of governance is, precisely, to find the mechanisms and structure that facilitate the most effective coordination between the two parties (Donaldson, 2020). Stewardship Theory holds that there is no inherent problem of executive control, meaning that organizational managers tend to be benign in their actions (Donaldson, 2018).

The essential assumption underlying the prescriptions of Stewardship theory is that the behaviors of the manager are aligned with the interests of the principals. Stewardship theory places greater value on goal convergence among the parties involved in corporate governance than on the agent's self-interest, (Slyke, 2016). This is appropriate in analyzing the public sector, as the goal of public service is not the benefit of one or a few but the greater good of all.

The 'model of man' in Stewardship Theory is someone whose behavior is ordered such that pro-organizational behaviors have higher utility than individualistic behaviors. This model of man is rational as well, but perceives greater utility in cooperative behaviors than in self-serving behaviors. A steward's utility function is maximized when the shareholders' wealth is maximized. The steward perceives that the utility gained from interest alignment and collaborative behavior with the principal is higher than the utility that can be gained through individualistic, self-serving behaviors, (Davis *et al.*, 2017).

This theory further argues that executives don't need compensation packages that will motivate them to strive for a higher firm value. The absence of self-interest is more pronounced in a family firm where leadership is controlled by the family. The opportunistic steward believes in gaining a higher utility with pro-organizational behavior instead of self-serving behavior, (Davis *et al.*, 2017). They also argue that the psychological factors that drive stewards are intrinsic motivation, organizational identification, and the use of personal power. The situational mechanisms that affect stewards are involvement, trust, performance enhancement, and collectivism.

Stewards are motivated by intrinsic rewards, such as reciprocity and mission alignment, rather than solely extrinsic rewards. The steward, as opposed to the agent, places greater value on collective rather than individual goals; the steward understands the success of the organization as his own achievement. Therefore, the major difference between stewardship and agency is on the nature of motivation. Agency Theory places more emphasis on extrinsic motivation, while Stewardship Theory is focused on intrinsic rewards that are not easily quantified, such as growth, achievement, and duty. The first application of stewardship theory specifically to Non-Profit Organizations occurs in a short paper by Dicke and Ott, (2022) who conducted an empirical study to identify the prevailing types of values found in human service organizations that would correlate with service quality. They concluded that stewardship theory should not be dismissed yet as a conceptual foundation for the development of methods for ensuring accountability in human services contracting.

The stewardship theory, (Block, 2023) posits that the utility and satisfaction that emanate from attaining success that arise from proper utilization of resources is better than short-term benefits. The steward subjugates personal interests and short-term gains for common good and altruistic achievements as a trustworthy manager of public resources, (Gomez-Mejia *et al.*, 2021; Laszlo *et al.*, 2023). A steward's behavior is organisation-centred rather than self-centered, (Donaldson and Davis, 2021). Therefore, a steward gets fulfillment from the victory of the organization. Stewardship differs from agency in that the agency theory advocates for controls whereas the stewardship theory promotes maximization of autonomy, authority and discretion of organizations because stewardship leadership can be trusted.

In stewardship, a leader endeavors to create a balance of power in which each and every stakeholder's interest is appealed to as stipulated by fiduciary obligations, (Ali, 2022). According to Block's, (2023), stewardship is an approach to governance that is designed to create a strong sense of ownership and responsibility for outcomes including change at all levels of the organization and achievement of mutually desired goals. In a stewardship environment, employees go beyond contractual obligations to responsible management where duties are discharged with skill competencies, care and respect. Hernandez, (2022), argues that stewardship involves risk analysis with a view of maximizing possible gains out of public transactions while minimizing associated losses. Under stewardship, employees and employers are argued to commit

to a common good regardless of the incentives or even personal interests. Working under stewardship relations helps achieve the public sector transformation and restores public trust, service delivery and welfare, (Hernandez, 2022).

Donaldson and Davis (2021) and Davis *et al.*, (2020) assert that stewardship behavior and principles are aligned to long-term goals which benefit a cross section of stake holders (goal congruence) than the self- interested individuals who are mainly driven by economic motives. Against this argument, Gomez-Mejia *et al.*, (2021) postulated that since the theory contends that managers gain more motivation and utility from pro-organizational and collective behaviors that cherish altruism than individually self-motivated interests and behaviors; then stewardship is a pointer to goal congruence. Stewards have foresight knack to look beyond the existing circumstances and see the big picture of the organization and in so doing, they drive the effort of the rest towards achieving organizational goals (Simms, 2019).

Stewards are expected to be authentic in their undertaking, with a moral courage to execute public affairs (Hernandez, 2022). Stewardship characteristics such as personal responsibility, risk taking, moral action and moral courage (Hernandez, 2022; Laszlo *et al.*, 2023) are important in managing transformation hence achievement of congruent goals. Hernandez, (2022) argues that under stewardship, managers are not concerned about self-centered individualistically oriented goals in their decisions and performance, but that members are assumed to be mobilized towards attainment of organizational goals.

Stewardship leadership is defined as the careful and responsible management of something entrusted to one's care, (Merriam-Webster, (2019). This definition has been enriched to include the management of the property or resources belonging to another in order to achieve the owner's objectives, (Wilson, (2020). Davis *et al.*, (2017), introduced the stewardship theory as a means of defining situations in which managers are not motivated by individual goals but rather are stewards whose motives are aligned with the objectives of principals. Corbetta and Salvato, (2014) suggested stewardship theory and its humanistic model of man as applicable within family firms' context.

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2.1.2 Leadership theory

The leadership approach is one of the most extensively researched approaches, its strength lies in its emphasis on the role of the leader in leadership (as opposed to focusing on followers or contextual situations). The trait approach assumes that certain physical, social, and personal characteristics are inherent in leaders, (Allen, 2018). Attributes of great leaders were examined by early theorists and explained leadership by the internal qualities with which a person is born, (Bernard, 2016). Personality, physical, and mental characteristics were examined. This research was based on the idea that leaders were born, not made, and the key to success was simply in identifying those people who were born to be great leaders, (Homer & Melissa, 2017).

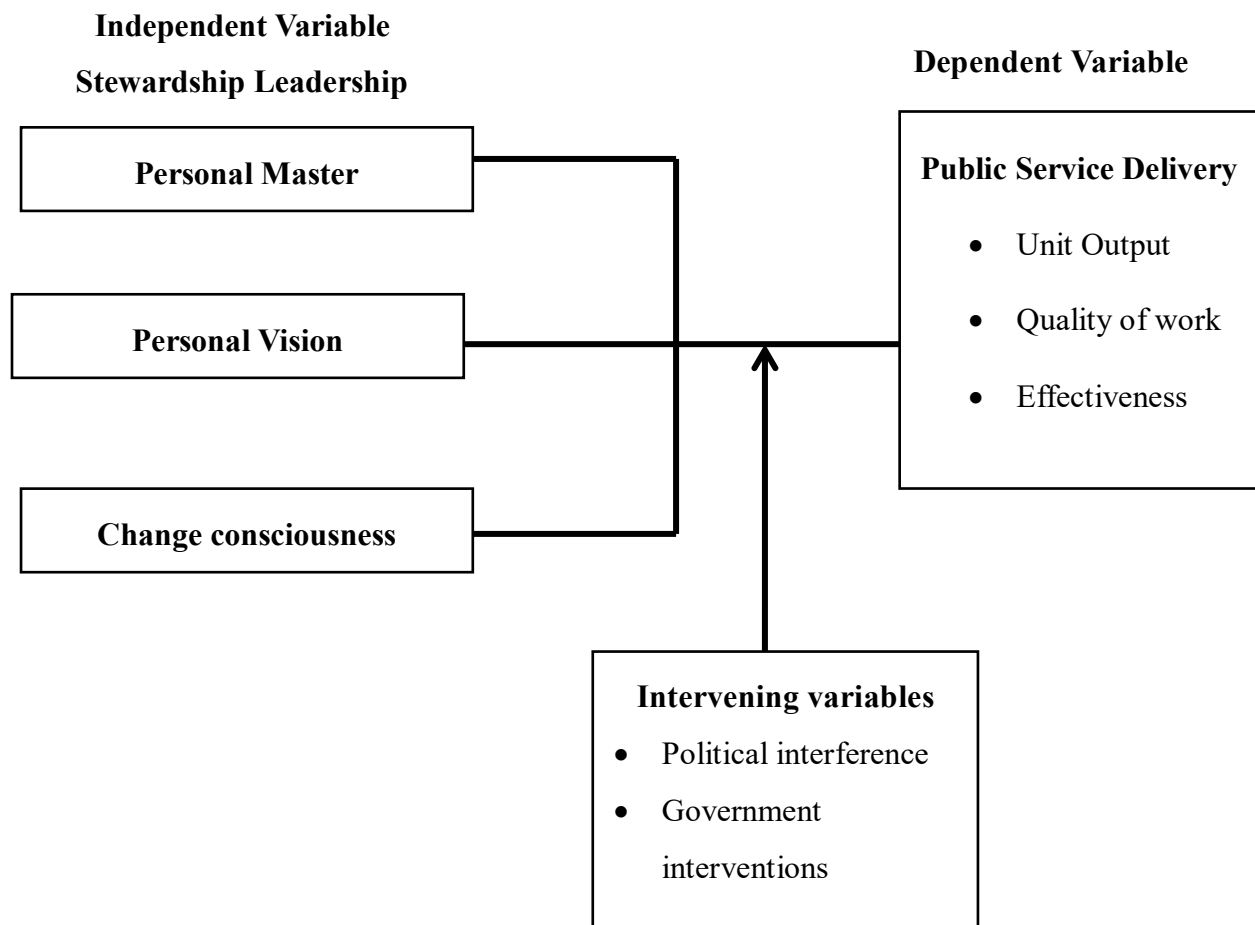
Most of early empirical work on the trait approach focused on systematic investigation of the differences between leaders and followers. This argument was based on the assumption that individuals in higher-level positions would possess more leadership traits than those in lower-level positions. Researchers discovered that only a few traits appeared to distinguish between leaders and followers, with leaders tending to be slightly higher on traits for example height, intelligence, extraversion, adjustment, dominance and self-confidence as compared with non-leaders. They also assumed that no matter the situation, there was a set of characteristics that made a leader successful, (Fleenor, 2016).

The trait approach has been criticized because of its failure to delimit a definitive list of leadership traits and its failure to give sufficient emphasis to situational applications of leadership. (Wilson, 2021) observed that the mere possession of certain leadership traits does not guarantee effective leadership, nor has the field demonstrated how leadership traits affect outcomes such as productivity or employee satisfaction. Leadership traits are a factor that is a significant part of overall leadership theory, and it is clear that traits do contribute to leadership. They also tend to be perceived as male traits.

Trait researchers have developed lists of characteristics that they believed were related to successful leadership. Some of the traits were based on aspects of behaviors and skills, temperament and intellectual ability, characteristics like self-confidence, intelligence, ambition, perseverance, assertiveness, emotional stability, creativity and motivation. These lists however, were not exhaustive and omitted some important leadership attributes. Most recent research on trait leadership adopts a contingency approach to leadership which posits that leaders who possess certain traits are more effective in some situations than in others. They have attempted to correct some methodological shortcomings of earlier research on leadership traits by developing conceptual models linking leadership attributes to organizational performance. Rather than simply studying what combinations of traits would be successful in a particular situation, researchers are now linking clusters of personality traits to success in different situations, (Fleenor, 2016).

2.2 Conceptual framework

Figure 2.1: Showing the conceptual framework of the study



Source: Adopted and modified from Kee *et al.*, (2017), by the Researcher, 2023.

In this study, the conceptual framework was looked at as a theoretical structure of assumptions, principles, and rules that holds together the ideas comprising a broad concept. Kee *et al.*, (2017) change model provides the framework for which Stewardship leadership affects public service delivery. Stewardship leadership variable is made up of four elements namely; Personal mastery, personal vision change consciousness. In this study, the conceptual framework suggested that there was a relationship between the independent variables and the dependent variable as it was shown in the figure 2.1.

The conceptual framework for the study in figure.1 above shows the relationship between the independent and dependent variables mediated by intervening variable. According to the framework, the independent variables are personal mastery; personal vision, vulnerability and maturity whereas public service delivery is the dependent variable.

2.2.1 Stewardship leadership: Public sector change model

A study conducted by, (Cornelissen, 2018), the concept of stewardship leadership is a model proposed for the public sector leader and manager that fully embraces the necessities of change that define contemporary public leadership (Kee *et al.*, (2017)). This concept envisions an active public leader, facilitating change through building organizational capacity, developing partnerships, and thoroughly analyzing the risks of change, in order to maximize potential gains while minimizing to the extent possible potential losses associated with change.

A study by, Kee *et al.*, (2017), this theory proposed that for public service leaders to be effective change agents then many of traditional assumptions about the nature of public service must be reconsidered and reconciled. This reconciliation must occur at several levels from the conceptualization and rationale behind the public leader's place in government, to the roles, practices and skills that characterize stewardship leadership and their organizations. This perspective of public leadership is presented in three important aspects of stewardship leadership; first by exploring the concept of stewardship leadership as a new way to define public leadership, secondly by presenting a specific tool to enable public leaders to manage the risk of change better and finally consider specific roles and responsibilities of stewards in relation to the different aspects of a particular change.

Stewardship leadership is a relatively new concept in public service management. (Kee *et al.*, 2017), in their work on leading public sector change argued that as stewards public leaders must pursue organizational transformation, while serving as stewards of their organization and core public administration values stewardship leadership is therefore a dynamic equilibrium reflecting dedication to service and strategy, and agility and accountability.

Attributes of stewardship leadership are proposed as being vital in the leadership function that guides leaders' actions. The attributes of transformational stewardship are those that reflect leaders' personal outlook or beliefs (their inner-personal beliefs or traits), how they approach a

situation (their operational mindset), how they involve others in the function (their inter-personal actions/interactions with others), and their commitment to change and innovation (their change-centric approach).

2.2.2 Public service delivery

Improving the quality of public service delivery is a challenge in many developing countries. Citizens often find it difficult to hold government and other service providers accountable, precisely because they are not aware of the procedures and expectations that govern service providers' conduct in the realm of service delivery. In addition to undermining the connection between citizens and the state, this lack of transparency hampers governmental effectiveness and creates myriad opportunities for corrupt practices, (SDV, 2021). A key argument supporting decentralization reform is that it can improve public service provision by better matching finances with local needs, (Pablo, 2020).

In 2019, United Nations Development Programme (UNDP) supported the Kenyan government to step up public sector reforms to focus on national transformation. Before then, it was the Government that spearheaded institutionalization of results-based management in the public service but currently the focus is on transforming public service delivery through building partnerships. These efforts were boosted after the promulgation of the new Constitution of Kenya in 2020. The changes provided an ideal opportunity to tackle deep-rooted problems of inefficiency because citizens were increasingly becoming empowered to demand for better services. This was to be achieved through implementing the new Constitution, attaining of the Kenya Vision 2030, transforming public service delivery and private-public dialogue to enhance good governance.

Another perspective to effective service delivery is the role that decentralization plays. Many anticipated benefits of decentralisation to bringing decision makers and decision making closer to the people and their needs. Local decision-makers have access to better information on local conditions than central authorities; this knowledge allows them to better tailor services and public spending patterns to local needs and preferences; this in turn, with other things holding constant, is expected to improve efficiency and quality of services for local constituents, (Tiebout, 2016; Musgrave, 2019).

Oates, (2012) observes that government can adapt outputs to local tastes whereas central government produces a common level of public goods for all localities. This implies that sub-national Governments, being closer to the citizens can adjust budgets to local preferences in a manner that best leads to delivery of the bundle of public services that is more fitted and responsive to community preferences, (Pablo, 2020). This closely relates with what the Devolved Government units enshrined in the constitution, seek to achieve by bringing services nearer to the people. Economists commonly assume a better match between local government outputs and local preferences under decentralization, and consequently rate local provision of services as more efficient, unless this situation is outweighed by spillovers or other efficiencies (for example, economies of scale) in central government provision, (Oates, 2012).

The concept of stewardship leadership is a model proposed for the public sector leader and manager that fully embraces the necessities of change that define contemporary public leadership (Kee *et al.*, 2017). This concept envisions an active public leader, facilitating change through, building organizational capacity, developing partnerships, and thoroughly analyzing the risks of change, in order to maximize potential gains while minimizing—to the extent possible—potential losses associated with change. This theory proposes that for public service leaders to be effective change agents then many of traditional assumptions about the nature of public service must be reconsidered and reconciled. This reconciliation must occur at several levels – from the conceptualization and rationale behind the public leader’s place in government, to the roles, practices and skills that characterize steward’s leadership and their organizations. This perspective of public leadership is presented in three important aspects of stewardship leadership; first by exploring the concept of transformational stewardship as a new way to define public leadership, secondly by presenting a specific tool to enable public leaders to manage the risk of change better and finally consider specific roles and responsibilities of steward leadership in relation to the different aspects of a particular change, (Kee *et al.*, 2017).

Overall, devolving some of the centralized responsibilities to local levels has been envisaged in most decentralization agendas as a way to improve both allocative and technical efficiency across different public services, (Wallich, 2014; Ebel, 2022). Devolution is a more complete transfer of administrative decision-making power to subnational authorities. It empowers them with legal decision-making power and the ability to generate and control resources, including the sub-

national public sector employees hiring and firing, career management and pay. Moreover, typically it provides local government with the ability to reallocate resources (including staff) across service facilities within their jurisdiction adapting to local circumstances (World Bank, 2017). Citizen participation is achieved by political decentralization. According to Sagala, (2015), strengthening public participation and governance is a core element in Kenya's strategy to accelerate growth and address long-standing inequalities in economic opportunities, investment, and service delivery in different parts of the country. Multiple studies have documented links between persistent poverty/inequality and governance weaknesses that reduce the efficiency and equity of public Investments and services, impede the investment climate, and undermine job creation. Political decentralization helps to strengthen accountability which is necessary for improved service delivery, (WDR, 2014). If local elected officials make policy decisions about services that affect citizens, they in turn can hold the local officials accountable and remove them from power in the next local elections.

The right of access to information and the transparency that comes with it underpins two distinctive yet mutually reinforcing principles of democratic governance: publicity of actions and transparency of public administration. The imperative of transparency in institutions and processes of governance are believed to provide for; Autonomous spaces and open opportunities for stakeholder engagement in public processes in general and in decision making in particular, Predictable instances and opportunities for enforcing and realizing the full expression of democratic citizenship of sovereign peoples, Direct and indirect effects and impacts of citizen inputs into consensus building in decision making and Information rich and knowledge- bearing citizenry with the capacity to contribute to and question policy decisions, (TFDG, 2021). Accordingly, Gisselquist, (2014), defines public service delivery as the processes by which organizations direct, control, and held to account. It encompasses authority, accountability, Transparency, leadership, direction, and management exercised in the organization.

As, Wampler & Touchton, (2021), describe, public service delivery has —a comprehensive coverage, including how an organization manages, it's business and other structures, its culture, its policies and strategies and the way it deals with its various stakeholders. In the same manner, the determination of good governance in the Public Sector (International Framework) is to stimulate better service delivery and improved accountability by establishing a benchmark for good

governance in the public sector. Most governance codes focus on delivering good governance practices at an organizational level, (Алали, 2018).

As, Lvw *et al.*, (2023), the spirit and notion encompass how public sector organizations clear their responsibilities of stewardship by being open, accountable, and prudent in decision making, in providing policy advice, and in managing and delivering programs. Public sector governance includes the policies and events used to direct an organization's activities to provide reasonable assurance that objectives met and operations carried out in an ethical and accountable manner, (Kothari, 2023).

Transparency means that decisions applied by management and their enforcement make in a manner that follows the rules and regulations, (ESCAP, 2019). Besides, the public administration literature review shows that transparency in public institutions receives as one of the fundamental descriptions of good governance. When citizens are adequately informed and capable of seeing what government officials are doing, they can excitedly interact with their government institutions to set up a dialogue on social and economic development issues in the society, (Hamza, 2017).

Transparency, as broadly distinct, relates to the full flow of information within a polity. Lengthy literature pressures the importance of the provision of information to the populace to ensure the accountability of government emphasizes the role of transparency as a factor of government performance, (Hollyer *et al.*, 2022).

According to Arndt & Oman, (2021), socially appropriate service delivery has to: (a) treat employees following the principles of respect, transparency, honesty, and long-term as, (Hernandez *et al.*, 2017), sound functioning public sector delivers quality available services consistent with citizen preferences just as advancing private market-drove development as a similar time. The overseeing financial assets judiciously are viewed as essential to the accomplishment of Millennium Development Goals. The same to Hernandez, the UNDP, 2017, (UNDP, 2015) (the United Nations Development Programs), Good public sector governance generally focuses on two main requirements of institutions: a) Public service delivery refers to the institution uses its governance arrangements to contribute its overall presentation and the delivery of its goods, services, or programs. b) Conformance is an institution uses of its governance

arrangements to make sure it meets the requirement of the law, regulation, published standards, and community expectations of goodness, accountability, and openness.

The public at an organizational level, service delivery has accountability towards its stakeholders such as owners, employees, unions, and society. The service delivery accountability described here is a continuous cycle or system, (Kenosi, 2021). A systemic approach enables an agency to identify, collect, and use the information or data on which accountability is eventually based. Service delivery accountability starts with identifying the agency's strategic goals. Following that, agency public service delivery goals in support of the strategic objectives defined by the organization annual plan, (Summermatter & Siegel, 2019). Then, public service delivery measures developed in MIA and a baseline established to permit assessment of whether the goals are actuality met, (Gilbert *et al*, 2018). When these measures are together with the Merit System Principles framework, the Ministry develops a profile and comparisons of how well it performs in implementing public service delivery consistent with the principles, the backbone of the public service delivery principles, (Summermatter & Siegel, 2019).

2.3 Review of related literature

2.3.1 Personal mastery and Public Service Delivery

According to Kee *et al.*, (2017), defined personal mastery that is about paying attention and responding to the needs of others, it also seeks to establish a values base in others. The goal of mentoring is to nurture protégés to develop and commit to a set of values that serve the greater good (Kee *et al.*, 2017).

Kee *et al.*, (2017) also noted that effective communication and collaboration with internal and external stakeholders are critical to successful organizational change. This includes their involvement in strategic planning of the change, instituting routine processes and procedures that promote two-way communication between all stakeholders and senior management, and instituting processes to measure stakeholders' perceptions of existing communication and collaboration systems.

Personal mastery approach is one of the most extensively researched approaches, its strength lies in its emphasis on the role of the leader in leadership (as opposed to focusing on followers or

contextual situations). The trait approach assumes that certain physical, social, and personal characteristics are inherent in leaders (Allen, 2018). Attributes of great leaders were examined by early theorists and explained leadership by the internal qualities with which a person is born (Bernard, (2016). Personality, physical, and mental characteristics were examined. This research was based on the idea that leaders were born, not made, and the key to success was simply in identifying those people who were born to be great leaders (Homer & Melissa, 2017).

According to (Piccolo, 2015), most of early empirical work on the trait approach focused on systematic investigation of the differences between leaders and followers, this argument was based on the assumption that individuals in higher- level positions would possess more leadership traits than those in lower-level positions. Researchers discovered that only a few traits appeared to distinguish between leaders and followers, with leaders tending to be slightly higher on traits e.g. height, intelligence, extraversion, adjustment, dominance and self-confidence as compared with non-leaders (Piccolo, 2015).

The personal mastery through mentorship theory of leadership is one of the most persistent concepts about what makes a good leader. It has been argued that individuals are either born with leadership mentorship traits or not, while others posit that the most important leadership traits can be learned. Trait theories of leadership attempt to develop a list of defined characteristics of leadership; common ones include; intelligence, self-confidence, decisiveness, courage, empathy, determination, integrity and sociability (Kee *et al.*, (2017). Leadership traits can be learned through self-evaluation and mentoring according to recent proponents of trait theory of leadership (Goleman *et al.*, 2022).

Mentorship is about continual growth and enhancement of abilities and capabilities. Stewardship leadership requires a leader who is confident and is certain of his priorities. It is about trust - a person who is not a master of his own abilities will not inspire the trust in others necessary to make stewardship leadership a reality (Kurt & Peters, 2014). Application of personal mastery in a holistic way involves approaching one's life as a creative work, living from a creative and generative viewpoint by clarifying what's important and continually learning how to access current reality in relation to progressing toward that vision (Llyod, 2019).

2.3.2 Personal Vision and Public Service Delivery

According to Piccolo (2015), personal vision is a behavior among leaders and agents of an organization is an important component of organizational success. In nearly every major industry, successful business executives can easily identify a vision that serves as a decision that served as the platform for achievement of above average organizational results. Personal vision: Personal vision defines clarity of vision and commitment through action and is essential for leaders to position themselves and play to their strengths. Steward leaders must have a vision focusing on what they want to create for themselves and the world around them Successful stewards must display courageousness through openness to new ideas.

This concept of personal vision adopts style approach theory of leadership which focuses on how leaders interact with followers, and stresses the need for leaders to balance a —concern for people with —concern for production or results. The Blake and Mouton Managerial Grid is one of the most well-known tools reflecting this approach (2015). Leadership styles adopted by managers have been argued to influence the effectiveness of the service delivery process, resulting in greater levels of service quality being provided to organizational customers (Zeithaml & Bitner, 2016).

This operational mindset of a transformational leader is therefore very important and goes beyond balancing people with results. The key traits include; accountability, mission driven and delivery of results. This attribute is derived from situational' approach theory of leadership which characterizes the leader's role along a supportive and directive matrix based on the development level of the followers (Hersey & Blanchard, (2023). Leaders delegate, support, coach, or direct, depending upon the capacity of the followers specifically as to the job (competence) and psychological maturity (commitment) of the followers.

In an increasingly diverse, multi-cultural society, stewards must purposefully seek out, work with and value different inputs and people. Steward leadership is a more democratic form of leadership, which inherently assumes equality and dignity among people while still demanding excellence and helping and coaching those who are not yet excellent in what they do or in who they are. Stewardship leaders strive to build trust of their followers by creating harmony in a diverse sometimes opposing organizational setup. Mitchell and Scott (2017) posit that

stewardship is based on the notion that administrators must display the virtue of trust and honorableness in order to be legitimate leaders. According to (Kowalski *et al* (2018), you must build a capacity for trust within your everyday interactions in order to value diversity. This involves understanding the impact of culture and diversity on communications, assumptions that one makes about a person's character, and learning. It is important to ensure that everyone in the organization is valued and can make contributions.

Although diversity in Uganda and Kenya is most expressed through ethnicity, the experts broaden the definition of human variance to include nationality, race, cultural differences, age, and social status, levels of education, gender, religion and personal morality. Mr. Robert Mugira, a director at the Institute of Human Resource Management-Kenya, observes that managers should increase their sensitivity on diversity to tame it in the workplace. To achieve this, supervisors should listen and understand workers' different cultures (Ithula, 2020).

2.3.3 Personal change consciousness and Public Service Delivery

Stewards leadership need to focus on the need of change itself rather than the source of the call for change that is to say from the leader, top down, or from followers, bottom up. A proper balance of top-down and bottom-up management should be sought, which will lead to successful change effort (Kee & Setzer, 2016) Leaders of an organization serve as facilitators of change and should strive to be cognizant of when change efforts require more initiative from the top, and when the success of change efforts may hinge upon allowing more employee participation in formulation of the change vision. When time and resources are constrained, top leaders need to make decisions and minimize employee participation.

According to Ng'aru and Wafula (2015), Organizational change is a process in which an organization optimizes performance as it works toward its ideal state. Organizational change occurs as a reaction to an ever-changing environment, a response to a current crisis situation, or is triggered by a leader. Successful organizational change is not merely a process of adjustment, but also requires sufficient managing capabilities. It is a process in which an organization optimizes performance as it works toward becoming its ideal state (Jones, 2014).

In bringing about organizational change, there are occasions where leaders need to devolve responsibility to subordinates and in other instances lead the process themselves. The approach

adopted will depend to a certain extent upon the size and importance of the change project, timescale involved and the state of the organization, in the final analysis it will rely on managerial judgment to make the appropriate choice (Burnes, 2014). In order to be change conscious the transformational steward needs to be creative, innovative and aware of organizational capability.

Leaders of an organization serve as facilitators of change and should strive to be cognizant of when change efforts require more initiative from the top, and when the success of change efforts may hinge upon allowing more employee participation in formulation of the change vision. When time and resources are constrained, top leaders need to make decisions and minimize employee participation. Transformational stewards need to focus on the need of change itself rather than the source of the call for change i.e., from the leader, top down, or from followers, bottom-up. A proper balance of top-down and bottom-up management should be sought, which will lead to successful change effort (Kee & Setzer (2016).

According to (Wafula, 2015) organizational vulnerability and maturity is a process in which an organization optimizes performance as it works toward its ideal state. Organizational change occurs as a reaction to an ever-changing environment, a response to a current crisis situation, or is triggered by a leader. Successful organizational change is not merely a process of adjustment, but also requires sufficient managing capabilities. It is a process in which an organization optimizes performance as it works toward becoming its ideal state (Jones, 2014). Innovation has been defined as the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations (OECD, 2015).

According to IDeA (2015), Innovation could also involve new ways of solving tasks, delivering services and interacting with service users in supplying services (delivery innovation), new or altered ways of organizing activities within supplier organization (organizational innovation), introduction of new objectives or strategies (conceptual innovation) and social innovation which involves innovating through ideas, concepts and processes to meet social needs effectively.

Leaders can positively influence team members' innovation according to a study conducted on research on team leaders' influence on innovation conducted by (Denti, 2023). It also revealed that leaders can exert such influence by stimulating discussion and reflection in teams, by

counteracting narrow and conformist thinking, and by facilitating innovative ideas (Somech, (2016). Moreover, leaders can stimulate their team members' beliefs in their own creativity, which results in innovation outcomes (Gong *et al.*, 2019; Redmond *et al.*, 2023).

According to (Ross and Horenkamp (2017), service delivery innovation is an ongoing process and must be embedded into the way an organization develops new products and services. It is also important that everyone in the organization is involved in seeking better ways to deliver services. Organizational Capability enhances perceived customer value in three ways; Responsiveness (the ability of the business to understand and meet customer needs more quickly than competitors), Relationships (the ability of a business to develop enduring relationship between customer and employee), Service quality (the ability of business to design, develop and deliver service that meets or exceeds customer expectations). Organizational Capability enhances uniqueness because it is difficult to imitate. A transformational steward should therefore be able to understand oneself in interactions with the surrounding world (Vaill, 2016).

According to Ulrich and Smallwood (2020), good leadership investments don't just focus on how to better individual leaders but also on how to build leadership as an organizational capability throughout the organization by designing sustainable leadership systems. Leadership systems make leadership development as an event aligned to other management practices. When HR practices are integrated, leadership becomes a capability of a company other than developing individually talented leaders. Successful firms build strong leadership capabilities that last through different economic seasons.

2.3.4 Organizational capability.

Organizational capability refers to the ability of an organization to perform a coordinated set of tasks, utilizing organizational resources, for the purpose of achieving a particular end result (Helfat *et al.*, (2023). This is a firm's ability to manage people to gain competitive advantage as it focuses on internal processes and systems for meeting customer needs by creating organization-specific competencies that provide competitive advantage since they are unique by ensuring that employee skills and efforts are directed toward achieving organizational goals and strategies. Organizational Capability enhances perceived customer value in three ways; Responsiveness (the ability of the business to understand and meet customer needs more quickly than competitors),

Relationships (the ability of a business to develop enduring relationship between customer and employee), Service quality (the ability of business to design, develop and deliver service that meets or exceeds customer expectations). Organizational Capability enhances uniqueness because it is difficult to imitate. A transformational steward should therefore be able to understand oneself in interactions with the surrounding world (Vaill, 2016).

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This entails championing stewardship, sustainability and the common good is essential. Steward leaders must sound the trumpet of good corporate governance through raising awareness of a sustainable civil society characterized by service to society (Kurt & Peters, 2023). A transformational leader should have idealized attributes which are portrayed by; instilling pride in others for being associated with them, going beyond their self-interests for the good of the group, acting in ways that build others' respect, displaying a sense of power and competence, making personal sacrifices for others' benefit and reassuring others that obstacles will be overcome (Bass & Avolio, 2014).

According Wasim, (2020), Unfreezing is about changing the attitudes and behavior of the employees and working environment, and is very important type of change because while going through any type of change it is important to create a need of change among all the participants.

The leader's role is also very important in unfreezing because it requires a well-structured way of implementing the change by managing the behavior and attitudes of the team. It also requires strong commitment of all the people to work together for a stated common vision. Moving is the next phase in which organizational top management identifies, plans, and implements the appropriate strategies.

It is at this phase when it is decided whether the organization has to go for incremental or radical changes. The vision of the leader is also very important for planning and implementing the strategies. All the strategies are shaped in the moving phase. The next step is to refreeze the change situation in which leader assists in stabilizing the changes so that it becomes integrated into status quo (Akam, 2021).

2.4 Empirical studies on Stewardship Leadership and Public Service Delivery

Traits have been defined as relatively stable and coherent integrations of personal characteristics that foster a consistent pattern of leadership performance across a variety of group and organizational situations (Zaccaro, Kemp, & Bader, 2014). Historically the trait approach of leadership focused on the idea that great leaders are born not made, which were influenced by the early writings of Thomas Carlyle (Carlyle, 2019) who wrote that the world's history was recorded in the biographies of great men (Day & Zaccaro, 2019). Several studies aimed at compiling lists of the names of great world leaders and a list of specific qualities needed to be a successful leader was proposed. This work represents some of the earliest research that tried to identify the essential traits of organizational leaders (Day & Zaccaro, 2019).

A turning point in leadership trait research occurred in the late 2020s. By this time, a large number of empirical studies had been conducted in order to discover the personal attributes and traits that would distinguish leaders from non-leaders. Seventy nine 45 different qualities had been studied (Bird, 2020), six different methods for identifying leaders (Stogdill, 1948) among others. They however failed to find a single trait or set of traits which consistently distinguishes individuals who attain positions of leadership from those that do not. Researchers (Ohio state University and University of Michigan) then moved to examine effective leader behavior and situational context as opposed to traits which gave birth to 360-degree feedback instruments and Bass and Avolio's (2017) Multifactor Leadership Questionnaire.

Presently, most trait researchers recognize that leaders who are consistently effective in a given domain utilize varying repertoire of behaviors, befitting to various situations to influence others. There is now strong evidence that stable leader traits and attributes are related to leader effectiveness. Judge *et al.* (2022) provided meta-analytic evidence that demonstrated a valid link between five broad groupings of personality traits and leader effectiveness, which provided a qualitative review of research on personality traits including a list of stable personality attributes supported by empirical studies on leader trait research (Bass, 2020). Poling (2019) notes that further contributions of leader trait research will remain limited unless research incorporates the perspective that an individual's traits interact. Recently, Short, Payne, and Ketchen (2018) remarked, —The use of configurational logic is noticeably absent in leadership research to date. The investigation of independent or additive contributions of several single traits in isolation is not sufficient. A needed addition to leader trait research is to describe how multiple key traits are combined in various patterns to jointly influence leadership.

Stewardship recognizes that the most important personal leadership beliefs/traits are not ones that we are born with, but those that develop throughout our lives and provide us continuing guidance on how to act in a particular situation—they become inner-personal guides to our actions. The most vital traits for transformational stewards are therefore; ethical conduct, a reflective, continuous learning attitude, empathy toward others, and the foresight or vision to lead an organization toward a preferred future (Kee *et al.*, 2017).

With a focus on organization stewardship leadership, Tumbare (2019) did research on transformational organization stewardship leadership assessment of the Lilongwe City Assembly. Her study assessed the organizational stewardship leadership of the Assembly. Explicitly, the effect of transformational organization stewardship leadership at the Lilongwe City was measured. The methodological approach measured their current and ideal amounts of information within the organization. These are receiving information from others, sending information to others, action on information sent, use of transformational organization stewardship leadership, leadership relationships, communication and work satisfaction, timeliness of information received from key sources and sources of information. Findings from a sample of 186 respondents of the Assembly indicated a great need to receive information and to interact with Assembly management more frequently than what is happening currently. The communication

between subordinates and co-workers seems to be satisfactory. Could this be the same case with MIA?

Ainobushoborozi (2023), similarly did a study which examined the impact of effective organization stewardship leadership on labour productivity in civil engineering projects with a case study of Kampala Central division. Multinomial logit (MNL) estimation technique was employed to measure the existing relationship between effective organization stewardship leadership and labour productivity, and other explanatory variables include work duration spent in a company, educational qualifications, timely information on changes at work, cooperation at work and adequate training provided to employees. The findings showed that asking for clarity in stewardship leadership, cooperation at work to get tasks completed and timely information about changes affecting work is statistically meaningful to labour productivity in civil engineering projects. He stressed that in order to attain the targeted productivity level, managers should ensure clarity of any instruction at work, provide adequate training to employees, ensure cooperation at work by providing incentives and finally develop a good organization stewardship leadership plan to ensure timely information delivery especially on changes affecting work.

2.5 Gaps in the literature

According to the literature reviewed, it was only related to countries outside Uganda. Stewardship leadership played an important role in organizational functioning and Stewardship leadership should be highly recommended to every organization in all the sectors of the economy. Any management both public establishment and private that is desirous of ensuring the success and efficiency of its workforce, should be conscious of implementing Stewardship leadership programs. Indeed, many previous studies have attested that Stewardship leadership affects public service delivery either at individual or organizational level but most of them have not attempted to investigate on the factors that may mediate with Stewardship leadership to influence public service delivery. Hence this research, was to establish the effects of stewardship leadership on public service delivery in the ministry of internal affairs in Uganda.

2.6 Summary

Stewardship leadership was identified as an important component in realization of effective change within public service. However, despite the acknowledgement of this fact, the public sector was not fully embraced stewardship leadership. Many studies dedicated to the various components of stewardship leadership have not looked at its effect in public service delivery. The current study therefore contributed to the existing literature on stewardship leadership by documenting empirical data on the role of stewardship leadership in enhancing public service delivery in the Ministry of Internal Affairs in Uganda. It was important to note that the issue of stewardship leadership in Uganda was relatively new and therefore, the study had an impact on enhanced public service delivery in the Central Governments of Uganda

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter described how the research was carried out; it focused on the research design, target population, sampled population, sample size data collection and data analysis, validity and reliability of instruments as well as limitations of the study

3.1 Research design

The study was based on a descriptive survey, precisely the cross-sectional survey research design in which both qualitative and quantitative methods of data collection were employed. These methods were used for purposes of drawing valid conclusions. A descriptive survey research design was used because the study was intended to select respondents across different schools with the purpose of soliciting for their opinions and analyzing them for comparison. A cross-sectional survey was used to gather data from a large number of cases at a particular time. The qualitative methods used included interviews that were guided by an interview schedule. The quantitative data collection methods used involved mainly the use of closed ended questionnaire, which were filled in by the respondents. The use of both qualitative and a quantitative technique concurrently is supported by Amin (2015) especially where the study involved in investigating people's opinions. The qualitative method on the other hand largely constituted open ended questions which generated the most thorough and detailed information (Creswell, 2019). According to Mugenda & Mugenda (2018), qualitative research permits research to go beyond statistical results usually reported in quantitative research thus best used to explain human behavior.

3.2 Study population

The target population of the study was constituted by all the employees regardless of their qualifications serving in the different departments of the Ministry of Internal Affairs, Kampala District that had been serving for at least 10 years. These employees were about 805 in number in accordance with the statistics from the office of the permanent Secretary (MIA, 2023). This

population was chosen because it was in position to give accurate views concerning stewardship practices and public service delivery. Since this study seeks to find out the relationship between stewardship leadership and public service delivery among MIA employees, the researcher targeted employees in Kampala who, according to civil servant experience insight represent about 98% of MIA employees in Uganda. Based on this, MIA employees in Kampala participated in this study since their interaction with the most experienced senior civil servants is high, frequently and more importantly, the researcher will be able to create a controlled environment for the experiment to take place.

3.3 Sample size

Due to financial constraints and time, the study involved sampling. From the target population of 805 employees, Krejcie & Morgan (1970) table of sample size determination cited in Amin (2015) suggested a minimum sample of 260 respondents. The sample was considered a representative, which was able to give accurate views concerning stewardship leadership practices and public service delivery.

Table 3.1: Showing research population

NO.	Department	Study Population	Sample Size	Sample Procedure
1.	Citizenship and immigration control	250	81	Random sampling
2.	Finance and administration	218	70	Random sampling
3.	National focal point	200	64	Random sampling
4.	Government analytical lab.	127	41	Random sampling
Total		805	260	

Source: Researcher, 2023

3.4 Sample techniques

According to the statistics from the office of the permanent Secretary (2023), it indicated that there were seven departments within the ministry of Internal Affairs. A total of four departments were randomly selected to be studied in order for each department to have an equal opportunity to appear in the sample. The employees holding diplomas and degree qualifications were selected using stratified random sampling technique. Random sampling was used in order to avoid biasness and stratified random sampling technique was used to select the samples according to their levels of academic qualification.

3.5 Data collection methods

A number of data collection techniques were used to gather data on the variables relating to the study. Primary data was collected from the field using questionnaire survey and interview methods. Also the researcher collected secondary data from journals, textbooks and periodical reports among others.

3.5.1 Questionnaire

The research instrument that was used in the study was the Self-Administered Questionnaire (SAQs) directed towards Ministry of Internal Affairs. In this study, the SAQs were filled in by the selected employees in the different departments of Internal Affairs. The researcher used the SAQs because they were the most appropriate in a survey that involved a large number of respondents (Amin, 2015). In addition, (SAQs) were very suitable for the target respondents given their high levels of English literacy.

3.5.2 Secondary data

Secondary data are also known as 'second hand data. They are data which already exist and might have been used before. The secondary data used in this research work helped the researcher to review literature on the topic of the study. The researcher in this case collected data from secondary sources like books, newspapers, reports, internet etc.

3.6 Validity and reliability of the instruments

3.6.1 Validity

Face validity: this refers to how well the questionnaire answers the questions it was developed to answer. The point of this is to show that the questionnaire is capable of achieving the research objectives and answering the research questions or hypothesis.

Validity was assessed by giving the instruments to three experts to judge their clarity, relevance and correctness. Their views were used to improve the instruments before their final administration. A content validity index (CVI) was computed using the assessments of the experts and the instrument was judged valid when CVI was over 0.70 (Amin, 2015).

CVI =

Therefore, the CVI = 16/18

CVI = 0.89.

Therefore, the instrument was valid

3.6.2 Reliability

Reliability refers to the degree to which the instrument is consistent with whatever it is measuring. A research instrument is said to be reliable if it actually measures what it is supposed to measure. Reliability of the instrument was tested through test re-test method. The instrument was first piloted using four groups from MIA employees in Kampala and after two weeks it was re-administered to the same people. Responses from the first test were compared with those of the second test and they never differed so much (at least 70% was similar) on which the instrument was declared reliable.

Also, the researcher selected some respondents and asked them whether or not the questions could make sense by ranking them on a scale of, very true, true, somewhat true and not true. The mean Alpha was obtained to be at 0.83. And since this was above 70, it implied that the instrument had internal consistencies which made it reliable.

3.7 Data collection procedures

The researcher obtained a letter of introduction from the Kampala International University and after its acceptance from the Ministry of International Affairs; he sought access to official data facts like current actual number of employees and their contacts from each department. The researcher used this information to confirm or recalculate the sample size proportions of each department. Research instruments were administered to the respondents by the researcher himself. The researcher then administered the questionnaire. Raw data was collected and where necessary was coded appropriately to conceal respondent's identities. For quantitative results, data was analyzed using Statistical Packages for Social Scientists (SPSS), to yield descriptive and inferential statistics.

3.8 Pilot study

Validity and reliability evidence of the questionnaire was provided by a pilot test before the questionnaires were administered. The research instrument was pretested using a sample of 1.5% as per Mugenda and Mugenda (2019) that a successful pilot study would use 1% to 10% of the actual sample size. The study was undertaken in the Ministry of Internal Affairs which is not among the targeted ministry. This was to avoid contamination from the main study (Ibid). A total of ten (10) respondents were targeted. The respondents used for pretesting were similar to the sample under study using procedures similar to those of the actual study. It therefore gave the results of descriptive statistics, reliability tests and factor analysis. It brought to the light the weaknesses of the questionnaire and then the necessary adjustments were made.

3.8.1 Validity of the research instrument

Validity being the appropriateness, meaningfulness and usefulness of specific inferences made from test scores, instrument validity was ascertained in a number of ways which included discussing the questionnaire with the colleagues in the Department, thereafter carrying out the necessary adjustments, before submission to the supervisor who assessed the face validation. The instrument was then pre-tested after which the content validity was measured (Patton, 2022). This helped in assessing the appropriateness of sentence construction, comprehensiveness of instruments and language clarity.

3.8.2 Reliability of the research instrument

Reliability of an instrument being the consistency of an instrument in measuring what it is intended to measure was established by first ensuring internal constancy approach followed by carrying out a pilot study. A questionnaire is considered reliable if the Cronbach's Alpha coefficient is greater than 0.70 (Katou, 2018).

3.9 Data analysis

Quantitative data were entered into SPSS version 16.0 processed and analyzed. Frequency tables and percentage distributions were used to analyze data on profile of respondents, the effect of personal mastery on public service delivery, the reaction of public service delivery towards such challenge the effects that influence public service delivery in Uganda and how MIA employees perceive the use of stewardship leadership contents. Qualitative data was analyzed using thematic analysis, by identifying common or major themes or views of the participants. These were then integrated with the quantitative findings to generate one major point of view for each objective.

3.10 Ethical considerations

Kombo and Tromp (2016) assert that in data analysis and presentation, a researcher should maintain integrity. Therefore, no data interpretation was skewed towards any private interests including those of the case studies.

Data was honest and objective as per the findings. As a researcher, honesty was necessary in explaining any errors/biases met during data analysis. Confidentiality of respondents was maintained as per the research instruments which was used and he ensured that data was available for analysis by other responsible parties.

3.11 Limitations of the study

The researcher did not complete an exhaustive look at the effects of stewardship leadership on public service delivery as regards to Ugandan perspective, he believes a more critical look at the organizational behavior theory and its application to the Ugandan landscape might provide deeper insight into how stewardship leadership select. Also die to time constraint an audience-based research was not conducted this would give an insight into why and how government agencies

and directories choose their way of training and orientation mechanism for their employees to be able to be good stewards.

Other limitations included emotional biases of some respondents and some of the questionnaires were never returned. These limitations do not however remove from the validity of this research, as care was taken to carefully and empirically examine all relevant data and ensure its validity.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presented the analysis and interpretation of the results of the study. The presentation of the results was done in line with the specific objectives and research questions that guided the study. However, the presentation was divided into three sections: the description of the background variables, independent variable and dependent variables and the verification of the questions. The information in this chapter was presented in table form, and percentages which were worked based on the grand total. The grand totals in the study did not necessary add up to 100% of the total respondents in all cases due to missing scores.

4.1 Profile characteristics of respondents

The data was collected on five profile characteristics of respondents, which include, age, gender, education level, and experience and employee's department. Data on all these variables was collected using closed ended questions and analyzed using frequency counts and percentage distributions, as indicated in table 4.1.

Table 4.1: Showing profile characteristics of respondents

Category	Frequency	Percent
Age		
20-29 years	93	57.5
30-39	66	23.8
40-49 years	62	15.0
50 years and above	39	3.8
Total	260	100
Gender		
Male	146	58.8
Female	114	41.2
Total	260	100
Level of education		
Certificate	26	3.8
Diploma	47	23.8
Degree	121	58.8
Masters	66	13.8
Total	260	100
Experience		
Less than one year	24	10.0
1-3 years	98	53.8
4-7 years	73	21.2
8-11 years	43	11.2
12 years and above	22	3.8
Total	260	100
Department		
Citizenship and immigration control	111	35.0
Finance and Administration	61	27.0
National Focal point	57	20.0
Government Analytical Laboratory	31	18.0
Total	260	100

Source: Primary data, 2023

The table 4.1 indicates that out of the total figure of 260 respondents, (93) representing 57.5% were between 20-29 years, (66) respondents representing 23.8% were between 30-39 years, (62) representing 15.0% were between 40-49 years, (39) respondents representing 3.8% were 50 years and above, and therefore those between 20-29 were the majority. It also indicates that, out of the total figure of (260) respondents, (461) representing 58.8% were male and (80 respondents representing 41.2% were female. The male was therefore the majority.

Table 4.1 also shows that (26) respondents who represent 3.8% have certificates, (47) respondents representing 23.8% have received diplomas, (121) respondents representing 58.8% have degrees; and (66) respondents representing 13.8 have masters. Therefore, most of the respondents were degree holders.

The table also goes ahead to show that out of the 260 respondents, (24) respondents representing 10% had experience of less than one year in using user generated contents. (98) Respondents who represent 53.8% had experience of between 1-3 years. (73) Respondents that are 21.2% had experience of between 4-7 years. (43) Respondents which represent 11.2% had experience of 8-11 years. Only (22) respondents representing 3.8% who had experience of 12 and above years.

The Table shows the combination of the research population departments, in which there were only four departments, where (111) respondents representing 35% were employees from citizenship and immigration control, Finance and administration (61) respondents representing 27%, National focal point (57) representing 20%, and Government analytical laboratory (31) representing 18%, Citizenship and immigration control departments was therefore the majority.

4.2 Effect of personal mastery on public service delivery

In the first objective of this study, the researcher targeted to find out the effect of personal mastery on public service delivery in Uganda. To achieve this objective, six closed ended and one open ended questions were asked in the questionnaire. The six questions were based on a four-point Likert scale, ranging from 1 for not true, 2 for somewhat true, 3 for true, to 4 for very true. The seventh qualitative question was phrased to enable the respondents freely point out other possible effects posed by personal mastery on public service delivery in the MIA departments were required to rate the extent to which each of the effects stated was truly posed by stewardship

leadership. Their responses were analyzed using frequency counts, percentages, means and standard deviations as indicated in table 4.2.

Table 4.2: Descriptive statistics on the effect of personal mastery on public service delivery effects

		NT	ST	T	VT	Mean	Std	Interpretation
Seek out challenging opportunities that test individual skills and abilities.	Freq	29	57	77	97	3.19	0.968	
	%	8	14.7	28	49.3			True
Leader influences others by developing mutual liking and respect.	Freq	39	34	106	81	3.09	0.975	
	%	12	6.7	41.3	40			True
Experiment and take risks with new approaches, even when there is a chance of failure.	Freq	35	47	82	96	3.03	0.972	
	%	9.3	17.3	34.7	38.7			True
Create an atmosphere of mutual trust in the projects that employees lead.	Freq	67	29	67	97	2.64	1.181	
	%	25.3	17.3	25.3	32			Very true
Employees are allowed to set priorities with leaders' guidance	Freq	32	44	62	122	3.21	0.977	
	%	9.3	10.7	29.3	50.7			Very true
Create an atmosphere of mutual trust in the projects	Freq	25	43	83	109	3.12	1.04	
	%	10.7	14.7	24	48			Very true

(Legend: NT=Not True, ST=Somewhat True, T=True and VT=Very true)

Source: Primary data, 2023

Results in Table 4.2 indicate that, respondents rated the effect of personal mastery on public service delivery for example, on whether personal mastery put much pressure on public service delivery over majority rated it very true (49.3%), followed 28.0% who rated it true. The mean score for this question item (3.19) also suggested that on average it is true that personal mastery

under stewardship leadership seeks out challenging opportunities that test individual skills and abilities.

On whether leaders influence others by developing mutual likings and respect, majority of respondents rated it as true with 41.3%, followed by 40.0% who rated it as very true. The mean score for this question item was 3.09 which indicated that on average, many employees have developed skills that have helped them in completing their tasks on time thus efficiency and effectiveness.

On whether experiment and take risks with new approaches, even when there is a chance of failure. majority of respondents rated it as very true with 38.7% being followed by 34.7% for those who rated it as true, with a mean score of 3.03. This implied that on average, personal mastery has reduced the public service delivery.

Respondents responded differently on whether personal mastery has changed the way how public service delivery ethics. The table above indicates that, majority rated it as very true with 32.0%, followed by those who rated it as not true with 25.3%, with a mean score of 2.64. Therefore, on average it is true that personal mastery has changed the way how public service delivery ethics operates.

According to stewardship leadership, personal mastery creates an atmosphere of mutual trust in the projects that employees lead, 50.7% of respondents rated it as very true, being followed by 29.3% from those who rated it as true and therefore giving a mean score of 3.21 which clearly shows that the increasing popularity of personal mastery has led to increased public service delivery.

On whether employees are allowed to set priorities with their leader 's guidance, table 4.2 indicates that majority of respondents with 50.7% rated it as very true, followed by true (29.3%) which gave a mean score for this question item of 3.12. Therefore, this mean on average suggests that it is true personal mastery has led to increased problem solving thus public service delivery.

Most findings from the qualitative data collected are in agreement with the quantitative findings in Table 4.2 on the effect of personal mastery on public service delivery in Uganda. For example, one respondent indicated that;

“Personal mastery put pressure on us which leads to increased rate of doing work in the way we adhere to public service delivery ethical principles”.

4.3 Effect of personal vision on public service delivery

In the second objective of this study, the researcher targeted to find out how personal vision affects public service delivery in Uganda. To achieve this objective, two closed ended and one open ended question was asked in the questionnaire. The first question was based on a four-point Likert scale, ranging from 1 for not true, 2 for somewhat true, 3 for true, to 4 for very true. The third qualitative question was set to enable the respondents freely point out other possible views on How vulnerability and maturity affects public service delivery in Uganda.

Respondents in the MIA departments and directorates were required to rate the extent to which the statement was very true, true, and somehow true or not true. Their responses were analyzed using frequency counts, percentages, means and standard deviations as indicated in table below.

Table 4.3: Descriptive statistics on how personal vision affects public service delivery

Item 1	NT	ST	T	VT	Mean	Std.	Interpretation
Experiment and take risks with new approaches, even when there is a chance of	24 (6.2%)	39 (17.5%)	76 (30%)	118 (46.2%)	3.16	0.934	Very True
Item 2	True	Not True					
Employees do not require to be directed or threatened with punishment in order to	186 (95%)	74 (5%)					

(NT=Not True, ST=Somewhat True, T=True and VT=Very true)

Source: Primary Data, 2023

Results in the table 4.3 indicated that respondents rated differently on the assumption that personal vision takes experiments and take risks with new approaches, even when there is a chance of failure. Results in the table 4.3 showed that majority of respondents 118(46.2%) rated the assumption as very true, followed by 76(30%) respondents who said true, then 24(17.5%) who rated it as somehow true and 24(6.2%) who said not true, with a mean score of 3.16 which suggests that some employees take risks with new approaches, even when there is chance of failure.

In the Table 4.3, out of 260 respondents, 186 rated it as true that due to rising influence of personal vision, Employees do not require to be directed or threatened with punishment in order to get them to achieve organizational objectives. This set of respondents make up 95% of the respondents. And four (74) with 5% said false.

4.4 Effect of change consciousness on public service delivery

In the third objective of this study, the researcher targeted to find out how personal maturity affects public service delivery in Uganda. To achieve this objective, two closed ended and one open ended questions were asked in the questionnaire. The first question was based on a four-point Likert scale, ranging from 1 for not true, 2 for somewhat true, 3 for true, to 4 for very true. The third qualitative question was set to enable the respondents freely point out other possible views on How vulnerability and maturity affects public service delivery in Uganda.

Table 4.4: Descriptive statistics on the effect of change consciousness on public service delivery in Uganda

Items		NT	ST	T	VT	Mean	Std	Interpretation
Employees prepare adequately for their work	Freq	24	48	67	121	3.51	0.724	
	%	1.3	9.3	26.7	62.7			True
use appropriate/ relevant instructional authority at work	Freq	22	37	138	63	2.85	0.886	
	%	10.7	14.7	52	21.3			True
prepare for work at the beginning of everyday	Freq	29	40	124	67	3.03	0.906	
	%	8	14.7	42.7	33.3			True
employees prepare adequate work content appropriate to the level of their office	Freq	31	38	112	79	2.99	0.908	
	%	8	17.3	42.7	32			True
Working environment has risks with new approaches	Freq	21	55	54	140	3.15	0.975	
	%	5.3	24	20	49.3			True
The individual main change consciousness is under control of either governments or big businesses head of departments and that is why it cannot hold big institute for clear steward	Freq	21	33	54	152	3.49	0.71	
	%	1.3	8	29.3	58.7			True

(NT=Not True, ST=Somewhat True, T=True and VT=Very true)

Source: Primary Data, 2023

Results in the table 4.4 indicated that respondents rated differently on the assumed factors behind the rising effect of on public service delivery change consciousness in Uganda. On whether employees prepare adequately for their work among employees influenced public service

delivery, 121 respondents representing 62.7% rated the statement as very true being followed by 67 respondents representing 26.7% who rated it as true, 48 representing (9.3%) and (24) respondent said (1.3%) said not true. The mean was therefore 3.51 which clearly suggest that it is true that the interactive nature ensures effective communication through raising awareness of changes.

On whether — use of appropriate/ irrelevant instructional authority at work, 138(52.0%) rated as true followed by (63) respondents (21.2%). The mean score of this question was 2.85 which suggest that the rise of change consciousness has paved way for the growth of stewardship leadership in Uganda and majorly in the ministry of Internal Affairs.

Results in the table 4.4 also showed that employees prepare for work at the beginning of every day for task accomplishment, out of 260, 112 representing 42.7% rated it as true, being followed by 79(33.3%) who said very true with a mean of 3.03 suggesting that it is true.

Statement four in table 4.4 — employees prepare adequate work content appropriate to the level of their office. Out of 260 respondents, 112 representing 42.7% rated it as true, followed by 79 (32.0%) who rated it as very true, 38 (17.3) rated it as somewhat true and 31 (8.0%) said not true. Since the mean score 2.99, on average it is true that change in Recognizing constraints in the organization's social and cultural environment (cultural norms, lack of grass roots support, etc.) that may stifle change process.

On whether working environment has risks with new approaches, it indicates that (140) of the respondents, representing 49.3% rated the statement as very true, (44) respondents representing 20.0% rated it as true, (55) representing 24.0% rated it as somewhat true, and (21) respondents that's 5.3% rated it as not true. The mean score of this statement item was 3.15 which suggest that it is true that develops innovation. The individual main change consciousness is under control of either governments or big businesses head of departments and that is why it cannot hold big institutions accountable. According to results from the table 4.4, majority of the respondents that's; 112(58.7%) rated it as very true, being followed by 54 (29.3%) who rated it as true. This gave a mean score of 3.49.

4.5 Effect of Personal mastery and public service delivery

Table 4.5: Showing results of the effect of personal mastery and public service delivery

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.623 ^a	.388	.381	.49354

a. Predictors: (Constant), Personal mastery

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.874	1	13.874	56.956	.000 ^a
	Residual	21.922	133	.244		
	Total	35.796	134			

a. Predictors: (Constant), Personal mastery

b. Dependent Variable: public service delivery

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.103	.244		4.513	.000
	Personal mastery	.629	.083	.623	7.547	.000

a. Dependent Variable: public service delivery

Source: Primary data, 2023

Regression analysis results in the Model Summary table revealed that Personal mastery accounted for 38.8% of Public service delivery in the Ministry of Internal Affairs and this was indicated by r-squared of 0.388, implying that to small extent Personal mastery as an aspect of stewardship leadership contributes to the Public service delivery in the Ministry of Internal Affairs. The ANOVA table indicated that Personal mastery as a system of stewardship leadership significantly affects the public service delivery and this was indicated by the F-value=56.956 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that personal mastery as an aspect of success of road community highly contributes to the Public service delivery in the Ministry of Internal Affairs. The coefficients table indicated that considering the standard error, Personal mastery significantly influence the Public service delivery in the Ministry of Internal Affairs ($\beta=0.629$, Sig=0.000).

Decision on hypothesis

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000).

4.6 Effect of personal vision on public service delivery

Table 4. 6: Showing results of the effect of personal vision on public service delivery

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780 ^a	.609	.604	.39451

a. Predictors: (Constant), Personal vision

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.788	1	21.788	139.13433	.000 ^a
	Residual	14.008	133	.156		
	Total	35.796	134			

a. Predictors: (Constant), Personal vision

b. Dependent Variable: Personal vision of Public service delivery

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.672	.193		3.476	.001
	Personal vision	.741	.063	.780	11.832	.000

a. Dependent Variable: public service delivery

Source: Primary data, (2023)

Regression analysis results in the model Summary table indicated that the personal vision significantly affects Public service delivery in the Ministry of Internal Affairs at a rate of 60.9% and this was indicated by r-squared of 0.609, hence implying that Personal vision significantly influences the Public service delivery in the Ministry of Internal Affairs. The ANOVA table indicated a positive significant effect Personal vision has on public service delivery and this was indicated by the positive Beta=0.741 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that Personal vision highly affects the Public service delivery in the Ministry of Internal Affairs. Still this implied that high levels of Personal vision improve the level of public service delivery and poor Personal vision measures reduce it. The coefficients table indicated that considering the standard error, Personal vision significantly affects the Personal vision of public service delivery ($\beta=0.741$, Sig=0.000).

Decision on hypothesis

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000).

4.7 Effect of Change consciousness public service delivery community

Table 4.7: Showing results of effect of change consciousness public service delivery Community

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.473 ^a	.224	.215	.55553

a. Predictors: (Constant), Change consciousness

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.021	1	8.021	25.992	.000 ^a
	Residual	27.775	133	.309		
	Total	35.796	134			

a. Predictors: (Constant), Change consciousness

b. Dependent Variable: public service delivery

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.326	.315		4.207	.000
	Change consciousness	.562	.110	.473	5.098	.000

a. Dependent Variable: public service delivery

Source: Primary data, 2023

Regression analysis results in the Model Summary table indicated that the Change consciousness accounted for 22.4% of Public service delivery in the Ministry of Internal Affairs and this was indicated by r-squared of 0.224, implying that Change consciousness as a system of stewardship leadership significantly contributes 22.4% on the public service delivery in the Ministry of Internal Affairs. The ANOVA table indicated that Change consciousness significantly affects the public service delivery and this was indicated by the F-value=25.992 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that Change consciousness as a system of stewardship leadership highly affects the Public service delivery in the Ministry of Internal Affairs. The coefficients table indicated that considering the standard error, Change consciousness significantly affects the public service delivery ($\beta=0.562$, Sig=0.000).

Decision on hypothesis

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000).

4.8 Multiple linear regression

Table 4.8: Showing multiple linear regression analysis between the independent and dependent Variables

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.440 ^a	.506	.612	.131134

a. Predictors: (Constant), Personal mastery, Change consciousness, Personal vision

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.271	3	1.757	5.168	.001 ^a
	Residual	2.192	126	.017		
	Total	7.464	129			

a. Predictors: (Constant), Personal mastery, Change consciousness, Personal vision

b. Dependent Variable: public service delivery

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.173	.184		8.254	.000
	Change consciousness	.469	.057	.089	4.759	.000
	Personal vision	.513	.034	.499	3.733	.001
	Personal mastery	.403	.032	.483	2.840	.001

a. Dependent Variable: public service delivery

Source: Primary data, 2023

Regression analysis results in table 4.8 revealed that stewardship leadership accounted for 61.2% of Public service delivery in the Ministry of Internal Affairs and this was indicated by adjusted r

squared of 0.612, this imply that stewardship leadership significantly affects the Public service delivery in the Ministry of Internal Affairs, and this is indicated by the F-value=0.513, and Sig=0.001. Therefore the null hypothesis is rejected. The coefficients table indicated that of all the aspects of stewardship leadership , Change consciousness accounted for the biggest influence of Public service delivery in the Ministry of Internal Affairs ($\beta=0.513$, Sig=0.001).

CHAPTER FIVE

SUMMARY, DISCUSSION OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

In this chapter, the summary of findings, conclusions and recommendations of the study are presented. The purpose of the study was to assess the effect of stewardship leadership in enhancing public service delivery in the ministry of internal Affairs in Uganda. The specific objectives were to analyze the effect of) personal mastery on public service delivery in Uganda, 2) Personal vision on public service delivery? And 3) change consciousness on public service delivery in Uganda.

5.1 Summary of the findings

Stewardship leadership traits indicated positive effects on public Service Delivery. Leaders within the Ministry of Internal Affairs setting should embrace these traits as custodians of public resources. Change consciousness was identified to be a key trait for leaders to embrace innovation and creativity while setting aside resources to facilitate change. The purpose of this study was to examine the effect of Stewardship leadership on Public Service Delivery and present new evidence. The specific objectives were to analyze the effect of) personal mastery on public service delivery in Uganda, 2) personal vision on public service delivery? And 3) personal mastery on public service delivery in Uganda and change consciousness on public service delivery in Uganda. The study adopted descriptive using primary data collected through a structured questionnaire, administered to the respondents. The research instrument was pilot tested for validity.

The target population of 805 officers drawn from 4 Directorates was identified. A sample size of 260 was identified using stratified random sampling. The methodology adopted involved development of a multi regression model to reject or accept the postulated hypotheses. Descriptive statistics such as mean, standard deviation and frequency distribution was used to analyze the data. Data was then presented in form of table was also carried out and findings used

to display the strength of the relationship between the independent variable, public Service Delivery, against all the four independent variables.

Stewardship leadership has a significant effect on public service delivery, within its three objectives which include personal mastery, personal vision and change consciousness.

5.1.1 Specific objective one: Effect of Personal mastery on public service delivery

Personal mastery influences public service delivery in internal affairs which show a positive relationship between personal mastery and public service delivery. Thus personal mastery put pressure on employees which leads to increased rate of doing work in the way we adhere to public service delivery ethical principles

5.1.2 Specific Objective Two: Effect of personal vision on public service delivery

Results showed that majority of respondents 118(46.2%) rated the assumption as very true, followed by 76(30%) respondents who said true, then 24(17.5%) who rated it as somehow true and 24(6.2%) who said not true, with a mean score of 3.16 which suggests that some employees take risks with new approaches, even when there is chance of failure. Thus this indicates that personal vision influences services delivery in Uganda. The finding indicates that leadership style adopted by the leaders influences the effective of public service delivery process.

5.1.3 Specific Objective Three: Effect of change consciousness on public service delivery

Change consciousness influences public service delivery differently on the assumed factors behind the rising effect on public service delivery on change consciousness in Uganda. On whether employees prepare adequately for their work among employees influenced public service delivery. The mean was therefore 3.51 which clearly suggest that it is true that the interactive nature ensures effective communication through raising awareness of changes. On whether use of appropriate/ irrelevant instructional authority at work. The mean score of this question was 2.85 which suggest that the rise of change consciousness has paved way for the growth of stewardship leadership in Uganda and majorly in the ministry of Internal Affairs. Thus change consciousness plays a pivotal role in shaping the organizational culture and effectiveness of public service delivery. Embracing change and fostering a mindset of continuous improvement can lead to more adaptive, efficient, and citizen-focused public services.

5.2 Discussion of findings

5.2.1 Specific objective one: Effect of Personal mastery on public service delivery

Personal mastery influences public service delivery by Ministry of Internal Affairs in Uganda. The specific dimensions considered by the study were, personal mastery and the analysis on this, showed that there is a positive relationship between personal mastery and public service delivery.

Empirical findings on personal mastery indicates that there are specific traits that seems to distinguish leaders is followers, which makes a leaders successful (Fleenor, 2016). These findings concur with Bird (2020) who indicates that personal mastery of individuals with positions of leadership differs with those who are not.

Furthermore study results in indicate that, respondents rated the effect of personal mastery on public service delivery for example, on whether personal mastery put much pressure on public service delivery over majority rated it very true (49.3%), followed 28.0% who rated it true. The mean score for this question item (3.19) also suggested that on average it is true that personal mastery under stewardship leadership seeks out challenging opportunities that test individual skills and abilities. The findings were in line with Allen, (2018), who emphasized that personal mastery approach is one of the most extensively researched approaches, its strength lies in its emphasis on the role of the leader in leadership (as opposed to focusing on followers or contextual situations). The trait approach assumes that certain physical, social, and personal characteristics are inherent in leaders (Allen, 2018).

More so on whether leaders influence others by developing mutual likings and respect, majority f respondents rated it as true with 41.3%, followed by 40.0% who rated is as very true. The mean score for this question item was 3.09 which indicated that on average, many employees have developed skills that have helped them in completing their tasks on time thus efficiency and effectiveness. The findings were also in line with Kee *et al.*, (2017), who noted that effective communication and collaboration with internal and external stakeholders are critical to successful organizational change. This includes their involvement in strategic planning of the change, instituting routine processes and procedures that promote two-way communication between all stakeholders and senior management, and instituting processes to measure stakeholders' perceptions of existing communication and collaboration systems.

The study established that personal mastery indeed had a positive effect on public service delivery. A variation of (37.5%) in Public service delivery may be explained by a unit change in personal mastery. The study established that intra personal traits indeed had a positive effect on service delivery. A variation of (37.5%) in public service delivery may be explained by a unit change in intra personal traits. This agrees with the views of Llyod (2019) in his work: Looking through the windows of Senge's five disciplines, where he analyses Senge's (2014) view on the important traits that a leader should have. This study focused on three main intra personal traits; personal mastery, personal vision and risk taking. Kurt and Peters (2014) assert that these traits are important for a steward leader. Kee *et al* (2017) also agree with this observation that several characteristics or traits are important for a leader for example intelligence, continuous learning attitude, and personal vision among others. Many trait theories have tried to emphasize the importance of leaders having intra personal traits which can either be inherent or learnt (Mc Kee & Boyatzis, 2022). Based on the findings of the study, it was concluded that intrapersonal traits are key in service delivery. These are traits that an individual should have to be an effective leader.

5.2.2 Specific Objective Two: Effect of personal vision on public service delivery

Personal vision influences service delivery in the Ministry of Internal Affairs in Uganda. The specific dimensions considered by the study were accountability and mission driven is delivery of result. The findings were in line with empirical studies drawn from Blake *et al.*, (2015), whose findings indicated that the style of leadership determines the productivity of the followers. Zeithamal *et al.*, (2019) agree with the findings by stating that leadership style adopted by leaders influences the effectiveness of delivery process.

More so results in indicated that respondents rated differently on the assumption that personal vision takes experiments and take risks with new approaches, even when there is a chance of failure. Results in the table show that majority of respondents 118(46.2%) rated the assumption as very true, followed by 76(30%) respondents who said true, then 24(17.5%) who rated it as somehow true and 24(6.2%) who said not true, with a mean score of 3.16 which suggests that some employees take risks with new approaches, even when there is chance of failure. The findings were in line with Piccolo (2015), who noted that personal vision is a behavior among leaders and agents of an organization is an important component of organizational success. In

nearly every major industry, successful business executives can easily identify a vision that serves as a decision that served as the platform for achievement of above average organizational results. Personal vision: Personal vision defines clarity of vision and commitment through action and is essential for leaders to position themselves and play to their strengths. Steward leaders must have a vision focusing on what they want to create for themselves and the world around them Successful stewards must display courageousness through openness to new ideas.

The study also established that operational mindset of personal vision had indeed a strong positive effect on public service delivery. A variation of (27.4%) in public service delivery can be explained by a unit change in operational mindset. This study focused on one key trait on operational mindset; delivery of results. The study established that personal vision had indeed a strong positive effect on public service delivery. A variation of (27.4%) in public service delivery can be explained by a unit change in operational mindset. This study focused on three key traits on personal vision; accountability, mission driven and delivery of results. These findings echo the observations by Ziethaml and Bitner (2016) who argue that leadership styles adopted by leaders influenced the effectiveness of the service delivery process. Sendlove (2017) posits that leadership is concerned with the art of influencing followers which needs a vision, goal setting and motivating people. Ulrich and small wood (2020) also emphasize that results-focused leadership development means having a clear focus on the outcomes that leaders will produce. Regarding operational mindset, the style a stewardship leader employs was very important as it defines the involvement of staff in the day to day running of the organization. Many leaders do not provide an enabling environment for active participation of staff in decision making process. This study has highlighted the importance of leaders within the ministry of internal Affairs context to involve their staff in decision making. This ultimately leads to better public service delivery as staff takes ownership of the organization as a whole. Accountability by leaders was found to be on a moderate scale. This means that more needs to be done in order to improve stewardship of leaders by being more accountable

5.2.3 Specific Objective Three: Effect of change consciousness on public service delivery

Results in the table above indicate that respondents rated differently on the assumed factors behind the rising effect of on public service delivery change consciousness in Uganda. On whether employees prepare adequately for their work among employees influenced public service

delivery, 121 respondents representing 62.7% rated the statement as very true being followed by 67 respondents representing 26.7% who rated it as true, 48 representing (9.3%) and (24) respondent said (1.3%) said not true. The mean was therefore 3.51 which clearly suggest that it is true that the interactive nature ensures effective communication through raising awareness of changes. The findings were in line with empirical studies indicated that no leadership style is right for every manager under all circumstances especially when dealing with their followers (Bolden *et al.*, 2023). They also state that leader member relations are the amount of loyalty dependability and support that a leader receives from employees. This is supported by the Hersey Blanchard model of leadership.

Furthermore on whether —Recognized new environmental opportunities (favorable physical and social conditions) that may facilitate change process 138(52.0%) rated as true followed by (63) respondents (21.2%). The mean score of this question was 2.85 which suggest that the rise of change consciousness has paved way for the growth of stewardship leadership in Uganda and majorly in the ministry of Internal Affairs. The findings were in line with Ng'aru and Wafula (2015), Organizational change is a process in which an organization optimizes performance as it works toward its ideal state. Organizational change occurs as a reaction to an ever-changing environment, a response to a current crisis situation, or is triggered by a leader. Successful organizational change is not merely a process of adjustment, but also requires sufficient managing capabilities. It is a process in which an organization optimizes performance as it works toward becoming its ideal state (Jones, 2014).

Change consciousness indicates that organisational changes are dependent on the nature of the organisations in its environment, by adopting incremental changes or radical changes (Boston, 2020).

It was established that there was a strong positive effect of change consciousness on Public Service Delivery by the ministry of internal affairs. A variation of 44.5% in public service delivery can be explained by a change in change consciousness. It was established that there was a strong positive effect of change consciousness on public Service Delivery by the ministry of internal Affairs units. A variation of 44.5% in service delivery can be explained by a change in personal experience. This study focused on three main traits; valuing diversity, mentorship and

communication. These findings are in agreement with the findings of Mitchell and Scott (2017) who proposed that leaders must display the virtue of trust and honorableness in order to be legitimate leaders. Kowalski *et al* (2018) posit that leaders must build a capacity for trust by understanding the impact of culture and diversity on communications, assumptions that one makes about a person 's character, and learning. Communication is also a very important component for an effective leader it can prevent conflict from occurring by clearly conveying views and vision to the staff (Duncan, 2019). The findings that stewardship leadership practices used in the Ministry of Internal Affairs significantly affect the involvement of employees in the office administration were supported by Kakande (2014) who observed that for stewardship leadership system to be declared useful in organizational setting, first and foremost it should emphasize key aspects in regards to the involvement of employees in office administration which include; the employees regularly participating in staff meeting, employees participating in counseling and guidance of the peers.

The findings of the study indicated that there was a strong positive effect change consciousness on public service delivery by government ministry a variation of 49.2% in public service delivery can be explained by a change in change consciousness. This was the highest among the other examined variables in the study. The main indicators under change consciousness that were observed in the study were; innovativeness, organizational capability and raising awareness. This was a very important parameter as a lot of changes have taken place during devolution of functions to the ministry of internal affairs. The study sought to find out the identification of new opportunities and constraints in the organization by leaders and how effective communication is employed in addressing these issues.

This agrees with the observations of Ng'aru and Wafula (2015), who state that organizational change occurs as a reaction to an ever-changing environment, a response to a current crisis situation, or is triggered by a leader. These findings mirror those of Ross and Horenkamp (2017) who stated that service delivery innovation is an ongoing process which must be embedded into the way organizations develop new products and services. Ulrich and Smallwood (2020) agree with these findings that good leadership should build an organization by designing sustainable leadership systems- organizational capability.

The findings of the study indicated that there was a strong positive effect of change consciousness on service delivery by devolved government units. A variation of 49.2% in service delivery can be explained by a change in change consciousness. This was the highest among the other examined variables in the study. The main indicators under change consciousness that were observed in the study were; innovativeness, organizational capability and raising awareness. This was a very important parameter as a lot of changes have taken place during devolution of functions to the Government Ministry. The study sought to find out the identification of new opportunities and constraints in the organization by leaders and how effective stewardship leadership is employed in addressing these issues.

On public service delivery, the study found that there are trustworthy complaint management systems that are accessible to customers to a moderate extent. The respondents stated that the streets and roads and land use application are good to a moderate extent. Equitability of service delivery was also to a moderate extent indicating that much needs to be done to improve public service delivery in the ministries. The presence departments in most ministries were lauded as having improved public service delivery at the ministerial level. These findings support the argument of the study on the need of considering Stewardship leadership to enhance public service delivery. For leaders to be stewards they should therefore promote sound leadership principles among them transparency and accountability as custodians of public resources.

5.3 Conclusions

Stewardship leadership has been cited as an avenue towards achieving public services closer to the people with improving efficiency, accountability and equitability of resources. Stewardship Leadership plays a vital role in the realization of this vision. Leaders in the ministry of internal affairs have been mandated to ensure that they utilize the available resources as good stewards in order to enhance public service delivery in their ministry.

5.3.1 Effect of personal mastery on public service delivery

The study concludes that personal mastery is the control of one's nature. One needs to understand his position one his, how to react and think and how this affects how it shows up as a leader.

Personal mastery helps to deal with stress more productively and master the emotions so that respondents at Ministry of Internal Affairs make better decisions and solve problems effectively. As a leader, personal -mastery makes the best possible contributions to the success of public service delivery. This makes leaders able to leverage their personal experience, knowledge, and unique skill-sets to develop powerful strategies that engage and inspire their fellow team. The essence of leadership is inspiration through example, which requires a high degree of personal mastery. Before it can inspire the most desirable possible qualities in your team, you must first display them yourself.

5.3.2 Effect of personal vision on public service delivery

The study concludes that personal vision is the ability to concentrate on the most important aspects of public service delivery, such as what a leader wants to achieve and what type of leader you aspire to be. Personal vision can incorporate lessons from different past, present realities that must be addressed and mostly the future aspirations. It defines the public service delivery identity and mostly your principles. A powerful personal vision can help motivate employees' performance in public service delivery at Ministry of international affairs.

More so the study concludes that Powerful personal visions can help attract the public to follow the direction and dream of the service delivery. Developing a personal vision statement helps create accountability for the goals being set. A personal vision statement may be to lead with fairness, integrity and humility. Keeping this goal in mind will help create a professional and enjoyable working environment, which could improve team performance hence good public service delivery at Ministry of Internal Affairs.

5.3.3 Effect of change consciousness on public service delivery

The study concludes that stewardship leadership styles affect the way services are delivered. Leadership styles such as democratic, transactional, and transformational make this possible. The results suggest that those in change consciousness leadership positions should exhibit stewardship leadership to inspire, mentor, and motivate their subordinates, thus creating a more conducive working environment for improved service delivery. With stewardship leadership, subordinates can be motivated to provide quality service to customers. Hence, change consciousness is instrumental in building workforce creativity and stimulating their levels of motivation to enhance

service delivery. Depending on the circumstance, leaders must be conscious of the most appropriate style to influence their stakeholder to achieve common goals. To increase service delivery, different stewardship leadership styles should be exhibited to inspire employees' motivation and performance. This study concludes that managers in Ministry of internal affairs should take on stewardship leadership responsibilities within their departments. The responsibilities include leading a creative workforce, establishing objectives, and creating action plans to achieve the strategic goals. The other responsibilities are managing teams, inspiring employees for excellent service delivery, and attracting investors to improve social infrastructure. The issues affecting service delivery can be resolved through stakeholders' engagement, consultation, community involvement, development of innovative approaches targeted at achieving higher levels of operational efficiency, and the enhancement of service delivery.

5.4 Recommendations

5.4.1 Effect of personal mastery on public service delivery

The strategic leadership should always endeavor to spell out what should be appraised, who should appraise, when the methodology is to be employed and most importantly the results got from appraisal should be communicated to the public service employees in time for the purpose of encouraging the participation of employees.

The study also recommends that there is need to develop leadership skills among employees through personal mastery initiatives. Strong leadership is crucial for effective public service delivery. Also there is need to provide mentorship programs and leadership training to nurture individuals who can guide teams toward achieving organizational goals.

The ministry also needs to foster a culture that values innovation and problem-solving. Personal mastery encourages individuals to think critically and creatively, leading to innovative solutions to challenges in public service delivery. There is also need to create platforms for employees to share their ideas and collaborate on finding more efficient and effective ways to deliver services.

5.4.2 Effect of personal vision on public service delivery

The administrators should also endeavor to put in more effort in organizing workshops and seminars on stewardship leadership practices geared towards improving the quality of service in the Ministry. In this regard, the purpose of stewardship should be looked at as the need to improve performance rather than being looked at as a means of punishing staff for their in competencies.

The policy makers should endeavor to establish more concrete policies that encourage open and participatory stewardship leadership practices that emphasize collegial and teamwork in regard to the involvement of employees in administration.

5.4.3 Effect of change consciousness on public service delivery

The study recommends that laws and standards can support important enablers and drivers of change such as integrity, evidence-based policy making and openness, but experience also shows that, on their own, they might be insufficient for cultivating sustained adherence to values. the participation of citizens in policy making and co-delivery of services will need to be complemented and reinforced by resources such as open government data, as well as by awareness-raising initiatives such as those targeting youth in schools to embed values of civic participation and integrity. Strengthening the capacity of civil servants to act on the wealth of evidence produced through effective leadership from the top, culture change and regular training is also a key enabler of continuous change. Engaged civil servants are also more likely to embrace this culture of innovation, which means that greater consultation with staff is needed to support long-lasting change.

More so based on the findings of the study, ministry of internal affairs needs to increase their staffing levels especially at all departmental levels, to increase efficiency thereby offering better public service delivery.

5.5 Contribution to knowledge

The study contribution to knowledge is that the ministry can now adopt effective stewardship on public service delivery by following up the issues of allowing the employees to set priorities with the leader's guidance.

5.6 Areas for further research

The researcher proposes the following areas for further research:

1. Urgent need to conduct a similar study in the other Government Ministries
2. Investigating the relationship between stewardship systems and job satisfaction.
3. Urgent need to conduct a similar study in tertiary institutions in Uganda.

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APPENDICES

Appendix I; Research Questionnaire

**Dear
respondent,**

I am Tigawalana Samuel, a master's student of Kampala International University (KIU) Kampala Campus, conducting a research study as a partial fulfilment of the requirements for the award of a degree in masters of Public Administration. I am undertaking a research in this Ministry in relation to leadership related to stewardship leadership. You have been identified as key resource people to participate in this study. Your participation is however voluntary.

Before I start the interview, I would like to confirm whether you are willing to participate in the study.

Are you willing to participate? Can I proceed to ask you some questions? Yes

No..... Signature..... Date.....

This interview will take about 45 minutes only.

QUESTION

1. Do some employees in this ministry practice stewardship leadership?
2. How many departments have been influenced as a result of stewardship leadership?
3. How do you gauge the stewardship leadership standard in this ministry?
4. What are some of the benefits as far as stewardship leadership in this ministry is concerned?
5. Do public service delivery depend in any way on stewardship leadership in this ministry?

Instructions: Please read the question well and respond by ticking the most appropriate response.

SECTION A: PROFILE CHARACTERISTICS OF RESPONDENTS

(Write and Tick where necessary)

1. Age; Below 20 20-29 30-39 40 - 49 50 and above

2. Gender; Male Female

3. Level of education

Certificate	Diploma	Degree	Masters	Ph.D.	Others (specify)
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4 Experience (Period spent in operation) 3. Experience

Less than one year	1-3 years	4-7 years	8-11 years	and over
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5. Department

Citizenship

Finance

Analytical lab

SECTION B: B: EFFECT OF PERSONAL MASTERY ON PUBLIC SERVICE DELIVERY

Direction: Indicate the extent to which each of the following statement is true or false regarding the effect of personal mastery on public service delivery. Kindly use the key below for your rating;

4=Very true (VT); 3=True (T); 2= somewhat true (ST); 1= Not true (NT)

PART B: PERSONAL MASTERY

What do you consider to be the effect stewardship leadership on public service delivery at MIA?

.....

Rate the following

NT=Not True, ST=Somewhat True, T=True and VT=Very true

Effect	NT	ST	T	VT
a) Seek out challenging opportunities that test individual skills abilities.				
b) Leader influences others by developing mutual liking and respect.				
c) Experiment and take risks with new approaches, even when there is a chance of failure.				
d) Create an atmosphere of mutual trust in the projects that employees lead.				
e) Create an atmosphere of mutual trust in the projects				

PART C: PERSONAL VISION

NT=Not True, ST=Somewhat True, T=True and VT=Very true

Effect	NT	ST	T	VT
f) Experiment and take risks with new approaches, even when there is a chance of failure				
g) Employees are allowed to set priorities with leaders' guidance				
h) Employees do not require to be directed or threatened with punishment in order to get them to achieve organizational objectives				
i) There exists an environment where employees take ownership of projects and participate in the decision-making process				
j) The final decision-making authority is within the department or team				

PART D: PERSONAL EXPERIENCE

NT=Not True, ST=Somewhat True, T=True and VT=Very true

Effect	NT	ST	T	VT
k) Ensures effective communication through raising awareness of changes at the workplace				
l) Recognize new environmental opportunities (favorable physical and social conditions) that may facilitate change process				
m) Emphasizes the use of standard procedures and necessity for task accomplishment				
n) Recognize constraints in the organization's social and cultural environment (cultural norms, lack of grass roots support, etc.) that may stifle change process				
o) Develops innovation				

PART E. CHANGE CONSCIOUSNESS

NT=Not True, ST=Somewhat True, T=True and VT=Very true

	NT	ST	T	VT	NT
(a) My Ministry ensures effective communication through					
(b) My Ministry clearly explains what new responsibilities, tasks					
(c) My Ministry invests in developing innovation					
(d) My Ministry values creativity and innovation at the workplace					
(e) My Ministry has set aside resources to facilitate change					
(f) Leader's recognize new environmental opportunities (favorable					
(g) Leaders readily recognizes constraints in the physical environment					
(h) Leaders readily recognize constraints in the organization's social.					

9. To what extent do you agree/disagree to the following gaps of stewardship leadership of MOIA? Indicate your choice by marking under options given. Rank the rate at which MOIA abide to stewardship leadership gaps

Stewardship leadership	None	Low	Moderate	High	Very high
a) Personal mastery					
b) Personal vision					
c) Vulnerability& maturity					

10. To what extent do you agree that stewardship leadership affect public service delivery?

SA A D SD

11. To what extent do you think that stewardship leadership, its gap at MOIA has affected public service delivery negatively?

a) Great extent b) moderate c) no extent d) very great extent

12. What should be done to improve public service delivery at MIA through stewardship leadership?

Appendix II: Krejcie and Morgan sample size determination table

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2020	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	805	260	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20200	377
170	118	850	265	30000	379
180	123	900	269	40000	805
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note= N is population size, S is sample size

Source: Krejcie and Morgan (1970)

Appendix III: Introductory letter



Ggaba Road, Kansanga * PO BOX 20000 Kampala, Uganda
Tel: 0709654233/0774393791 Fax: +256 (0) 41 – 501974
E-mail: dhdrinquiries@kiu.ac.ug * Website: http://www.kiu.ac.ug

Directorate of Higher Degrees and Research Office of the Director

Our Ref. 1173-06266-12188

Monday 11th July, 2022

Dear Sir/Madam,

RE: INTRODUCTION LETTER FOR TIGAWALANA SAMUEL REG. NO. 1173-06266-12188

The above mentioned person is a student of Kampala International University pursuing a Masters Degree in Public Administration.

The student is currently conducting a research study titled, *"Effect of Stewardship Leadership on Public Service Delivery: A Case Study of Ministry of Internal Affairs"*.

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 student with the pertinent information needed. 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,


11 JUL 2022
DEPUTY DIRECTOR
DHDR
PO BOX 20000, KAMPALA

For Director

C.c. DVC Academic Affairs
Principal-CHSS

Appendix IV: Acceptance Letter

TELEGRAMS:

TELEPHONE: General lines 041-4258355
Fax 041-4231063
Under Secretary 041-4232645
Website: www.mia.go.ug
Email: infor@mia.go.ug
In any correspondence on this
subject please quote ADM 307/328/01



THE REPUBLIC OF UGANDA

MINISTRY OF INTERNAL AFFAIRS
P.O. BOX 7191, KAMPALA
UGANDA

5th October, 2022

Mr. Tigawalana Samuel
Office Attendant

REQUEST FOR PERMISSION TO CONDUCT RESEARCH

Reference is made to your Internal Memo dated 21st September, 2022 in which you requested for permission to conduct research in this Ministry.

I am directed to inform you that permission to conduct research and collect data has been granted.

Please note that research and information obtained will have to be handled in accordance with the regulations governing the Uganda Public Service.

Apollo Kasiita - Gowa
Maj Gen

For: PERMANENT SECRETARY

Copy to: AC/HRM