

**FACTORS AFFECTING IMPLEMENTATION OF CLIENT
SERVICE CHARTER IN TANZANIA LOCAL GOVERNMENT
AUTHORITIES: A CASE OF BAGAMOYO DISTRICT COUNCIL**

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SERVICE CHARTER IN TANZANIA LOCAL GOVERNMENT
AUTHORITIES: A CASE OF BAGAMOYO DISTRICT COUNCIL**

By

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A Dissertation Submitted in Partial Fulfillment of the Requirements for Award of the
Degree of Master of Science in Human Resource Management (MSc. HRM) of
Mzumbe University

2019

CERTIFICATION

We, the undersigned, certify that we have read and hereby advocate for acceptance by the Mzumbe University a dissertation entitled ***“Factors Affecting Implementation of Client Service Charter in Tanzania Local Government Authorities: A Case of Bagamoyo District Council”*** in a partial fulfillment of the requirements for the award of the degree of Master of Science in Human Resource Management (M Sc. HRM) of Mzumbe University.

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DECLARATION

I, Theresia **Raphael**, affirm that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree honour.

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DEDICATION

I dedicate this report to God for His care and love that enabled me to accomplish this work, to the Passionist Congregation, My Family Members, Marian University College, Bagamoyo District Council, and all my friends, for their positive contributions in my studies. May the love of God ever remain in their hearts.

LIST OF ABBREVIATION

BDC	Bagamoyo District Council
CBO	Community Based Organization
CC	Citizen Charter
CSC	Clients Service Charter
CSPT	Catholic Scholarship Programme for Tanzanian
LGAs	Local Government Authorities
LGs	Local Governments
LPCS	Least-Preferred Coworker Scale
MDAs	Ministries, Departments and Agencies
PSRP	Public Service Reform Programme
RBVT	Resource Based View Theory
SC	Service Charter
SES	Senior Executive Service
SPSS	Statistical Package for the Social Sciences
URT	United Republic of Tanzania
NPM	New Public Management

ABSTRACT

The general objective of this study was to examine Factors Affecting Implementation of Client Service Charter (CSC) in Tanzania Local Government Authorities, specifically in Bagamoyo District Council. The specific objectives were to: establish whether organisational culture affects implementation of CSC; determine whether organisational leadership affects implementation of CSC; and to establish whether organisational resources affect implementation of CSC. Data were collected from 62 samples using a questionnaire, interviews and documentary review. Both quantitative and qualitative approaches were used to analyse the data. It was found that organisational culture positively affects implementation of CSC leading to an increase in implementation by 52.5% which is very significant in this study. Organisational leadership also has a positive effect on CSC leading to a 27.9% increase in implementation. Organisational resources also have a positive effect on CSC. However, the effect is not significant compared to the other variables. Hence, there is no strong evidence for statistical significance of organisational resources in explaining the implementation of CSC in Bagamoyo.

The study reveals that statistically there is a strong positive correlation between the independent variables (organisational culture, organisational leadership and organisational resources) and implementation of CSC, which affects implementation of CSC by 77.4%. Other factors not studied in this research contribute about 22.6% on the implementation of the Charter. Because organisational culture affects implementation of the Charter by 52.5% at alpha 0.05, Bagamoyo District Council needs to: invest in staff consultations, staff training and enhance staff access to copies of the Charter in order to increase awareness of the Service Charter to both employees and clients; improve availability of financial and material resources in order to facilitate implementation of the strategies of the service charter; ensure that processes and procedures are in place for improving the management information system. For further studies, it is recommended to focus on areas that impact employee's intensive training towards implementation of CSC and on influence of political powers in implementation of the Service Charter in Bagamoyo District Council or any other place for that matter.

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CHAPTER ONE

INTRODUCTION AND PROBLEM SETTING

1.1 Introduction

This chapter includes background information, statement of the problem, research objectives (general objective and specific objectives), research questions, scope/delimitation of the study and limitations, significance and organisation of the study, as well as a summary of the chapter.

1.2 Background of the Study

This section presents a background of the client service charter, including global, African and Tanzanian perspective.

Client Service Charter was introduced by the United Kingdom in the early 1990s and is now being used globally to improve the quality of service delivery and enhance public sector management (Mulgan, 1997; Mashinini and Villiers, 2001). Following this initiative, Australia introduced its Clients Service Charter in 1997, France in 1992, Canada in 2000, and Jamaica Citizens Charter in 1994 (Kaure, 1999; Drewry, 2005). Since the introduction of the Citizen's Charter in the UK, many countries with NPM reform agenda have adopted service charters (Drewry, 2005; Haque, 2005; McGuire, 2002; Ohemeng, 2010; Torres, 2005; Van de Walle et al., 2005, Sushmita, 2010). They use several names such as service charter, public service charter, consumer's charter, client charter, customer service plan, public service guarantee, service pledge and performance pledge. Reasons for introducing service charters differ widely, and include a desire to improve performance, to justify government performance and in response to pressure from aid donors (Drewry, 2005). In addition, the method used in implementing service charters differs from nation to nation. Countries such as the UK, Belgium and France have used a top-down approach, imposing a central charter framework that emphasises similar standards across various services. In contrast countries such as Australia, Italy, Spain, the USA and the Netherlands have taken a bottom-up approach (Haque, 2005). This

divergence has been explained by national policy-making traditions (Clifton et al., 2005) and local conditions (McGuire, 2002).

In 2004, the Dutch Management directed all governmental organisations that had frequent contacts with the public to draft service charters in consultation with the people who used their services. The deadline was originally set for 2008, but later extended to 2011. The reason given by the Dutch Government for introducing service charters at places of work was to improve transparency and quality in the delivery of public services. The government adopted a bottom-up approach by allowing public organisations to develop their own service charters while limiting its role to that of a facilitator. There are no strict guidelines for the content of these Dutch service charters, but they generally consist of a number of concrete commitments (Thomassen et al., 2012).

Client Service Charters are also used in some countries in Africa for the same purpose of improving the quality of services provided. Uganda introduced its Clients Service Charter in 2007, Kenya in 2003, Tanzania in 2000, and most recently Ethiopia in 2012 (Simataa, 2004; Drewry, 2005). In Africa, Client Service Charters surfaced following deliberations on new challenges, roles, and perspectives on African Public Administration which were made on 5th February 2001 in Windhoek, Namibia during the 3rd Pan African Conference of Ministries of Civil Services (Simataa, 2004, Michael 2005). This conference embraced the Charter of Public Services in Africa which gives a set of guidelines to Governments in Africa for taking legislative action to introduce Client Service Charters in their respective countries.

In Kenya, the policy decision to introduce performance contracting in the management of public resources was contained in the Economic Recovery Strategy for Wealth and Employment Creation in 2003 as part of the public service reforms (Talbot, 2003). The policies focused on expanding the use of resident service delivery charters as accountability tools and entrenching performance as a culture in the public service. As part of the reforms the Kenyan Government introduced service charters to act as contractual obligation between the service provider and the service

recipients. One of the basic priorities of the Kenya Government was to implement and institutionalise public sector reforms that would lead to an efficient, effective, and ethical delivery of services to its citizens.

The United Republic of Tanzania Government recognised early in 2000 the potential benefit of using Clients Service Charter as a tool for driving change towards a more client-focused approach throughout the public sector. In 2000, the concept of Clients Service Charter was introduced in Tanzania as part of broader reforms in the public service with the aim of improving performance and service delivery of the government. This was done under the Public Service Reform Programme (PSRP) which was designed to implement the public service management and employment policy of 1999 (URT, 1997; Ngowi, 2013). Thereafter, all Ministries, Departments and Agencies (MDAs) and Local Governments Authorities (LGAs) were required to strengthen the demand side of accountability and transparency through the use of Clients Service Charter which is guided by the core principles of Public Service Delivery. Client Service Charter (CSC) has been introduced in Tanzania with the view of improving the quality of governmental service delivery, increasing the level of citizens' satisfaction, and enhancing efficiency of service delivery. In the pursuit for quality delivery of public services around the world, governments in various levels have remarkably attempted several kinds of mechanisms to fulfill this mission. Among these, is the Client Service Charter (CSC) which is one of the tools introduced with the purposes of enhancing quality public service delivery (Drewry, 2005).

The introduction of Client Service Charters was done in all Ministries, Government Departments and Agencies (MDAs) as well as in Regional Secretariats. The client charters were meant to facilitate individual's demands for accountability at the organisational level. Unfortunately, an implementation client service charter has never been all that effective. A recent World Bank report (2008), points out the following weaknesses: Most of the client service charters are not operational in the MDAs; citizens are not using them for demanding services; public campaigns for publicising the charters were inadequate and limited; and MDAs have neither

monitored the impact of the charters nor reviewed or amended them to generate greater legitimacy. These observations convey one strong message namely, that introducing innovation in public service institutions is not an easy task and “things may fall apart”. Introducing new tools and systems for performance monitoring and management is one thing but implementing them effectively and efficiently is a different matter.

1.3 Research problem

A client service charter is an open document that sets out basic information on the services delivered, the standards of provision that customers can expect, and how to make complaints or suggestions for improvement (Elke et al., 2007). Formulation and implementation of service charters in the public sector are two different things. Implementation of a service charter is the most difficult part among the two just as it is for other performance monitoring tools such as strategic plans and Open Performance Review Appraisal Systems (OPRAS). Monica, (2016) revealed that both officials as well as consumers have low cognition level on CSC, and that Councils have not promoted CSC effectively, hence the low awareness of both customers and officials on this important tool. Moreover, Ulanga (2008) confirmed that, less than 30% of the LGAs in Tanzania have managed to establish CSC committees for giving information on the operationalization of the CSC within the institutions. Formulation of a charter is easy but implementation of the same is more difficult (Hoseah, 2009).

Thus, despite the existence of a performance management framework in Tanzania, which demands that all public sector organizations, including local government authorities, to have charters; there is lack of empirical evidence which gives an index of factors that influence implementation of client service charter in Tanzania’s local authorities. Hence, this study aimed at providing answers the key question: What factors affect implementation of CSC in Tanzania Local Government Authorities using Bagamoyo District Council as a study case?

1.4 Research Objectives

The general objective of this study is to examine factors affecting implementation of Client Service Charter in Local Authorities in Bagamoyo District Council.

1.4.1 Specific objectives

The specific objectives of this study are:

- i) To establish whether organisational culture affects implementation of Clients Service Charter
- ii) To determine whether organisational leadership affects implementation of Clients Service Charter.
- iii) To establish whether organisational resources affect implementation of Clients Service Charter.

1.5 Research Hypotheses

- i) Organisational culture positively influences implementation of Client Service Charter
- ii) Organisational Leadership does influence implementation of Client Service Charter.
- iii) Organisational resources have positive influence on implementation of Client Service Charter.

1.6 Justification for the research

The need to carry out this study comes from the fact that there is limited information on the implementation of CSC within LGAs despite its great importance. Thus, the findings of this study will provide and add much needed information on the existing body of knowledge on how LGAs operate under their CSCs. The findings from this study will also be very informative to public administration, specifically Bagamoyo District Council, since it uncovered the reality on the implementation of CSC within LGAs by determining whether they adhere to their CSCs. The outcome of this study also provides information which can be used by policy makers to improve

performance management of LGAs in the study area and elsewhere. This study will be used in raising awareness on CSC and help in assessing clients' perception of the services provided by District Councils as well as their level of satisfaction with the services provided.

1.7 Limitations of the study

The limitation of this study was in the difficulty faced in finding some of the information either because of its confidentialities, lack of clear information on the part of some of the respondents, and in some cases, unwillingness of some respondents to fully cooperate with the researcher. To some extent, some of these handicaps were solved by making rapport and explaining the use of collected data.

Another limitation was shortage of time for conducting intensive study. This was solved by developing clear and understandable research tools for all participants/respondents. Employees and clients were assured of confidentiality to solicit their willingness to provide reliable information. The time factor also limited the number of respondents by focusing only on 62 employees from different departments.

1.8 Delimitation of the study

The study was conducted in Bagamoyo District Council in Pwani Region. Bagamoyo District Council was selected purposively due to the fact that the District is one of the Councils which implement Client Service Charter, and the researcher was familiar with the Council, thus providing her an opportunity for an in-depth study. The study focused on Factors Affecting Implementation of Client Service Charter in Local Authorities. It has established the factors affecting implementation of client service charter that include organisational culture, organisational leadership and organisational resources. Employees at Bagamoyo District Council formed the target population out of whom the sample was drawn.

The levels of employees involved in the sample entailed administrators and human resources, heads of departments and all employees. The unit of analysis focused on

Bagamoyo district council with their departments, units and sections. The results of the study impacted on the prosperity of the district council in terms of accountability, decision making and quality service delivery to the customers.

1.9 Organisation of the dissertation

This dissertation is organised into five chapters. The first chapter is Introduction, and includes: Background of the study, Research problem, Research questions/hypothesis, Research objectives (general objective and specific objectives), Justification of the research, Limitations of the study, Delimitation of the study, Organisation of the dissertation and Summary of the chapter. The second chapter covers literature review which provides information on studies previously carried out by other researchers related to the current study on factors affecting implementation of Client Service Charter, Theoretical literature review, Theoretical framework, Empirical review, and Conceptual framework.

The third Chapter describes research methodology with introduction, research design, target population, sample and sampling techniques, research instruments, validity, reliability, data collection and analysis techniques. The fourth Chapter covers data analysis, presentation, interpretation and discussion of the findings obtained from the study. The fifth Chapter gives a summary of the findings, conclusions, contribution to the body of knowledge and recommendations.

1.10 Summary

Chapter one gives the introduction and background of the study or context of the study, statement of the problem, general and specific objectives, research hypotheses, justification of the study and its significance, limitations of the study and scope of the study. Also, organisation of the report and summary of the chapter is included.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Chapter two of this study comprises the following subheadings; Introduction part, Definition of key terms, Theoretical literature review, Empirical literature review, Conceptual framework and Synthesis of the study which describe the research problem that support the statement of the problem and the conceptual framework of the study.

2.1 Definition of Key Terms

2.1.1 Implementation

This refers the performance of an obligation; it involves communicating the outcome and implications of the exercise. Implementation is a cultural change that one has relatively different goals in terms of values, beliefs, procedures and behaviours (Armstrong, 2007; Oxford Dictionary, 2010; Torrington et al., 2005). In this study implementation means using available Organisational resources to perform certain responsibilities in the systematic manner as described in the charter. Implementation is the process of putting the service charter into practice, making the service charter work in daily routines and institutionalising it. Implementing a service charter often requires a new set of behaviours; routines and ways of working that are directed at improving customer experiences (Jean et al, 2014).

2.1.2 Clients

Clients are “people using the service of professional person or organization. Or a person or public members, members of department, agency, state or any territory government who is receiving the benefits services of a social welfare agency or government” (Oxford, 1999).

2.1.3 Concept of client service charter

Client service charters defined as fundamentals of procedures, structures or states that are necessary antecedents to the effective implementation of a service charter (Kashyap, 2001). It is a responsibility or agreement made to stakeholders by an organisation about the services they should expect to receive (Kashyap, 2001). Client Service Charter is a written commitment by an institution with its clients (Otteng and Jagero, 2014). It describes all the services the institutions offer, services standards to be adhered to, period for processing such service, obligations, rights and responsibilities for both clients and the institutions. It also sets out feedback mechanisms including a system of handling public complaints (Rao, 2004).

According to Tritter (2004), CSCs are public agreements between residents and service delivery providers that clearly codify expectations and standards in the realm of service delivery. If planned and implemented appropriately, CSCs have the potential not only to foster greater public satisfaction with a government's performance, but also to reduce the undesirable effect of or any fraud related risks and provide benchmarks that stakeholders can use to monitor government's performance in the realm of service delivery.

Client Service Charter in other literature has been also referred to as Citizen Charter (CC) or Service Charters (SC) which is also referred to as a document aimed at providing an opportunity to publicly and pledge agency's commitment to being a customer - focused organisation (Torres, 2006). This document is a form of assignment, devoted to customers. Client service charters also state government's fundamental service principles, values, standards and feedback mechanisms (Sadler, 2000). Client service charter in the marketing context can be considered as a tool for persuasion with all its associated ethical values and issues (Roberts and Rowley, 2004). Roberts and Rowley (2004) allude on the charter that it provides and allow customers to be aware of the products quality, uses, benefits and price of the service/products.

2.1.4 Local Government Authorities

Local Government Authorities (LGAs) are the administrative of a particular district with representatives elected by those who live there (Oxford, 1999). Local government is essential in order to obtain efficient government (Mill, 2004). LGA is the central point of strengthened and enable the council to act more effectively, which in accordance with a constitution, protected local government is for the local units to have right to make their own decisions in certain parts without demanding the central government's endorsement (Petersson, 2005).

2.1.5 District Council

"District" means any part of Mainland Tanzania proclaimed or deemed to be proclaimed by the President to be a district pursuant to powers conferred on him by the Constitution; district authority" means a district council, a township authority or a village council; "district council" means a district council established under section 5 thus, The District Development Council previously established in the area over which the district council is established by the order shall stand dissolved and shall not, at any subsequent time or period exercise any function in relation to that area under the Decentralization Act or any other written law." (LG (District Authority) Act, 1982).

Jaba, (2010) argues that "The authority oversees the implementation of all district plans such as issues of economics, industrial, commercial production, business and social development in their particular zones. Moreover, the district council supports rules and regulations made by the village councils and co-ordinates projects, plans and programmes for the villages within its area of jurisdiction. Also the district has different types of committees includes administration and planning, education, health, water environment and economic affairs."

2.2 Theoretical Literature Review

2.2.1 Theory of Implementation

Implementation is the process of turning strategies or policies into practice. However, it is common to observe a gap between what was planned and what actually occurred as a result of a policy. According to Buse (2005), discussed below are the three main theoretical models of policy implementation.

Top-down model: The model sees policy formation and policy execution as distinct activities. Policies are set at upper levels in a political procedure and are then communicated to subordinate levels that are then charged with the technical, managerial decision making, and administrative tasks of putting policy into practice.

Bottom-up model: The model recognises that individuals at subordinate levels are likely to play an active part in implementation and may have some discretion to restructure objectives of the policy and change the way it is implemented. **Principal-agent hypothesis:** In each state of affairs there will be a relationship between principals and agents, which may comprise contracts or agreements that qualify the principal to specify what is provided and check that this has been accomplished.

According to previous scholars, Pressman and Wildavsky (1973), implementation is the capability to cope with the fundamental sequence in order to get the required results. In Rosendal, (2000) Publication, (Van Meter and Van Horn (1975) describe Policy implementation as surrounding "those actions by public or private individuals or groups that are directed at the achievement of objectives set forth in prior policy decisions."

Theory of Implementation is a constituent of machinery design. It offers a logical framework for circumstances where resources have to be allocated among agents but the facts needed to make these allocation decisions is disseminated and confidentially held, and the users possessing the private information behave strategically and are self-utility maximizes. In any situation where the information needed to make decisions is dispersed, it is essential to have information exchange among the agents or users possessing the information. Allocations of decisions are made after the

information exchange process terminates. Implementation theory offers a systematic methodology for designing an information exchange procedure followed by an allocation rule that leads to allocate decisions that are “optimal” with respect to some pre-specified performance metric.

2.2.2 Resource Based View Theory (RBVT)

The resource based view states that firm’s resources are a determining factor of competitive advantage or benefits and improving performance within the organisation (Barney et al., 2001; Barney & Mackey 2005). Birger Wernerfelt (1984) argued that ‘A Resource - Based View of the company’ is to bring into attention the significance of resources in the organisation and the administration of the resources.

“As per the model, the first assumption assumes that the heterogeneity of the firm operational in market is dependent on the heterogeneity of the resources they control and secondly, it assumes that heterogeneity in terms of resources persists within a firm as strategies are not mobile across firms. Therefore, resource heterogeneity is important for the firm to gain competitive advantage” (Barney, 1991). The resource based theory helps in defining the resources available within the organization and relates them with the capabilities of the firm in a silent manner. This brings into attention, the profitability and the value factor associated with the company (Colbert 2004). The most important resources used in an organisation are technology capacity, human resources, raw materials, the loyalty of the customers and financial supports (Hart 1995). Capabilities defined as the capacity of the available resources with the organization and the procedures through which tasks of the organizational are performed (Kozlenkova et al., 2014).

Bryson et al. (2007) argued that public strategic management theorists have been strongly influenced either explicitly or implicitly by the RBV. Scholars in the public sector have devoted considerable attention to the empirical impact of specific and individual resources, including human resources (Perry and Miller 1991; Pitts 2005; Peter and Søren forthcoming), financial resources (Evans, Murray, and Schwab 1997; Wenglinsky 1997; Henry and Rubenstein 2002), and real material resources

(Lee and Perry 2002). However, few offer comprehensive theories of the role of countless resources in organisational implementation because they focus on single factor to explain variation in organisational performance (Carmeli and Tishler, 2004).

The study identifies three types of organisational resources which are human resources, financial resources, and network of communication or information resources. Human resources as administrative tools serve as leadership structures for governing and managing other resources. This classification is used to investigate the impacts of various resources on implementation of Charter in Bagamoyo district council. Administrative resources include Top Management for an organisation Bozeman and Straussman (1990), point out, organisational (leadership) structure is one of organisational resources which influence other members to perform their obligation accordingly. While financial resources are the proportion of the amount of spending authority from offsetting collections in the total amount of budgetary resources assists in running daily basis such as buying equipments, advertising salary and training payments. Network of communication is a valuable resource within the organisation on implementation of CSC. Thus, for the organization to become organisational knowledge newly acquired information must be disseminated throughout the company and then it must be interpreted so as to convey the message (Daft and Weick, 1984).

2.2.3 Fiedler's Contingency Theory of Leadership

Contingency theory concerned with the effectiveness of a leader in an organisation. The most common situational theory was developed by Fred Fiedler. Fiedler believed that an individual's leadership style is the result of their experiences throughout the life span; therefore, it is extremely difficult to change (Aamodt, 2015). Fiedler argued that instead of teaching people a particular leadership style, rather one should concentrate on assisting people understand their particular leadership style and learn how to match that style to the particular situation (Aamodt, 2015). Fiedler established the Least-Preferred Coworker Scale so as to help individuals understand in detailed their particular leadership style (Aamodt, 2015).

Fiedler, further argued, leadership behaviour is fixed effectiveness could only be improved by restructuring tasks or changing the amount of power the leader had over organisational factors such as salary, disciplinary action, and promotions (Armandi, 2003). Fiedler's model does have some weaknesses. For example, some leaders may be more effective in certain circumstances than others (Kest, 2006). The LPCS can be questioned because the assessment is performed by one individual on another (Kest, 2006). The theory contained the effectiveness of a task group of an organisation depending on two main factors: the personality of the leader and the degree to which the situation gives the leader power, control, and influence over the situation or, conversely, the degree to which the situation confronts the leader with uncertainty (Nebeker, 1974). To Fiedler, stress is a key determinant of leader effectiveness (Fiedler and Garcia 1987; Fiedler et al., 1994), and a distinction is made between stress related to the leader's superior, and stress related to employees or the situation itself. In stressful conditions, leaders dwell on the stressful relations with others and cannot focus their intellectual abilities on the work. Thus, intelligence is more effective and used more often in stress-free situations.

Fiedler concludes that experience impairs performance in low-stress conditions but contributes to performance under high-stress conditions. Fiedler's situational contingency theory embraces that group effectiveness depends on an appropriate match between a leader's style (essentially a trait measure) and the demands of the situation. Fiedler take into account situational control the extent to which a leader can decide what group is going to do in order to become the primary contingency factor in determining the effectiveness of leader behaviour.

Fiedler's contingency model is a dynamic model where the personal attributes and motivation of the leader are said to interact with the current situation that the group faces. Thus, the contingency model marks a shift away from the tendency to attribute leadership effectiveness to personality alone (Forsyth, 2006). The leadership style of the leader, therefore, fixed and measured by what called the least preferred co-worker Scale (LPCS), an instrument for measuring an individual's leadership orientation.

2.2.4 Geert Hofstede's Cultural Dimensions Theory

Hofstede's (1980) cultural dimensions framework, which identifies "all-embracing cultural patterns which influence people's behaviour in significant ways" (Arasaratnam, 2011). The framework brought a distinct quantitative relative approach to the study of cultures by classifying and measuring defining aspects of world cultures (Hofstede, 2011). The theory, described as the dimensional paradigm, or 6-D model, which was first unveiled in Hofstede's (1980) book *Culture's Consequences*. The following are the six elements of the dimensional framework.

Power Distance: Power distance is fundamentally used to classify levels of inequality in organisations, which Hofstede claims will depend upon leadership style, readiness of employees to disagree with supervisors, and the educational level and status accruing to particular roles (Mullins, 2005).

Uncertainty Avoidance: Uncertainty avoidance refers to the extent to which members of a society feel threatened by unusual situations (Mullins, 2005). As Arasaratnam (2011) further explains, "cultures high in uncertainty avoidance tend to be traditional, prefer methods that are tried and true, and prefer stability over change or even innovation".

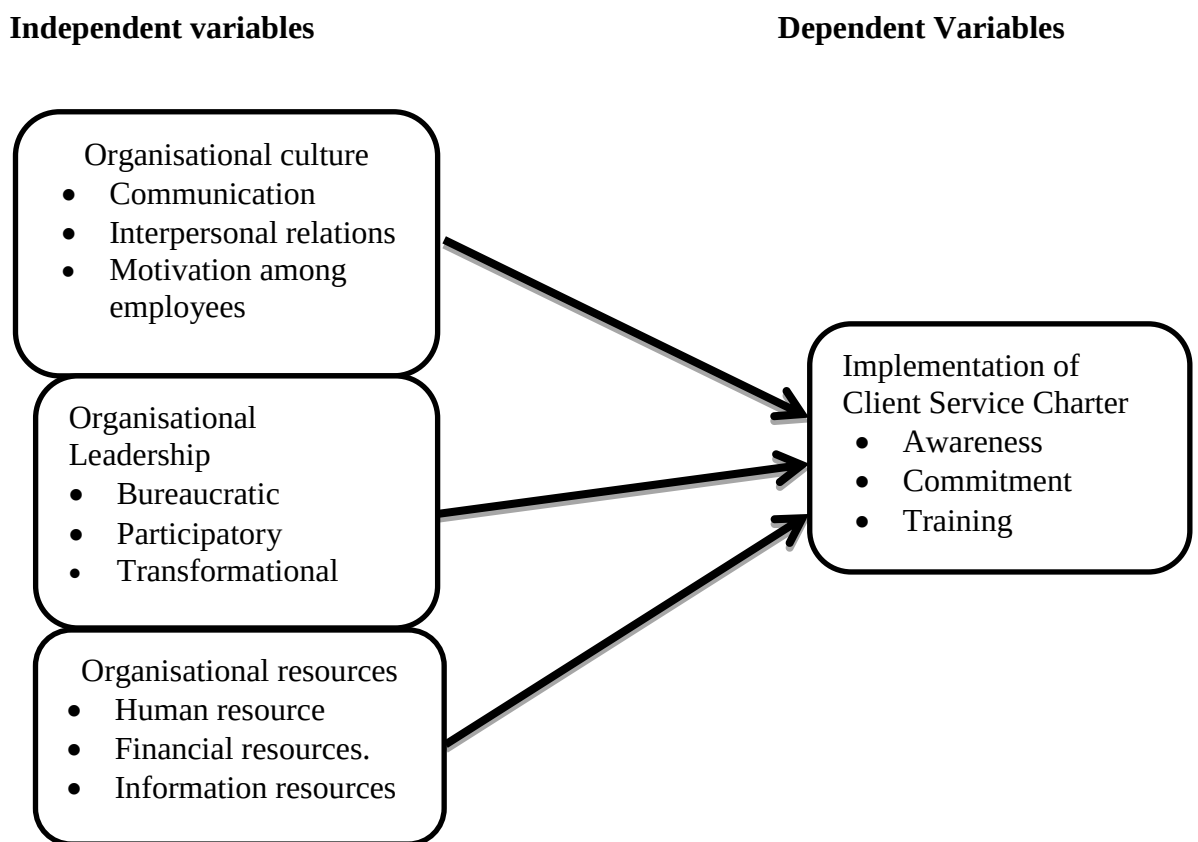
Individualism: Individualism defines the comparatively individualistic or collectivist ethic evident in that particular society (Mullins, 2005). Or "Individualism a social mentality which focuses on the individual, valuing and recognising individual achievement, and encouraging independent thought and action" (Arasaratnam, 2011).

Masculinity: Masculinity is the last category proposed by Hofstede. This refers to a continuous sequence in which 'masculine' characteristics, such as competitiveness and assertiveness or forcefulness and 'feminine' traits, such as caring, considerate, a stress upon the quality of life and concern with the environment (Mullins, 2005). Chen and Starosta (2005) describe Masculinity as "the extent to which stereotypically masculine and feminine traits prevail in the culture". Thus, "in masculine cultures, men are expected to be assertive, ambitious, and competitive; women are expected to be supportive, nurturing and deferent.

2.3 Conceptual Framework

Based on a discussion above conceptual framework is developed as shown in figure below. This framework attempts to link the relationship between dependent and independent variables. The three sets of independent variables (a) Organisational cultural (b) Organisational leadership (c) Organisational resources.

Figure 2.1 Conceptual Framework, 2019



Source: Researcher's Construct, 2019

2.4 Variables in the Study

Client's Service Charter Implementation with services specifies the quality of municipal services. One of the underlying objectives of introduction of CSC in Bagamoyo District Council is to enhance the citizen's satisfaction with the promptness in services. The study intended to analyse the factors which may affect implementation of CSC.

2.4.1 Organisational Culture

Organizational or corporate culture was described by Deal and Kennedy (1982), “as the pattern of values, norms, beliefs, attitudes and assumptions which might not have been articulated but which shape the ways in which individuals in organizations behave and things get done”. “Values refer to what is believed to be significant about how individuals and organizations behave. Norms are the unwritten rules of behaviour. Organizational culture is significant because it affects strongly the way in which organizations operate and people behave within them. Account has to be taken of the culture when considering any innovations in organization structures or processes” (Armstrong, 2010).

Handy (1981) classified different types of culture such as: The power culture which exercise control and it is a central power source. There are few procedures, and the environment is competitive, power-oriented, and political. Power is associated with positions, not people. The corporate culture, in which work is maintained and controlled by procedures and rules and the role, or job description, is more significant than the individual who fills it. Culture aims to bring right people together and enable them get on with it. Influence does not based on position or personal power but focus more on expert power whereby culture is adaptable and teamwork is very important. Individual is the central point of the person culture in which the existing organization tends to serve and assist the individuals in it (Armstrong, 2010).

In any organization no single culture is better than another, only that a culture is to a greater or lesser extent appropriate, in sense of being relevant to the wants and situations of the organization and assisting rather than hindering its performance. However, fixed cultures exert substantial influence on organizational behaviour and consequently performance. If there is a suitable and effective culture it is so desirable to take steps to support or reinforce it. If the culture is inappropriate, efforts should be made to determine what needs to be changed, to develop, and implement plans for change. Furnham and Gunter (1993) consider that a culture is more effective if ‘it is

consistent in its components and shared amongst organizational members, and it makes the firm unique, hence distinguishing it from other company.

2.4.1.1 Communication Structures

Organizational communication facilitate and explain out what the policy and strategy is, what is expected to achieve, how to be introduced, and an involvement programme which ensures those concerned with the strategy implementation. Line managers, take part in formulating them, identify implementation problems and reflect how they should be dealt with. Finally, action plans which indicate who does what and when need to be prepared as the basis for a project management programme of the organization (Armstrong, 2010).

The communications procedures that used within organizations have a marked effect on how they function, especially if they take place through the network, which can then turn into the (grapevine) ‘informal or the circulation of rumours and unofficial information’ (Armstrong, 2010). E-mails encourage the immediate flow of information (and sometimes produce information overload) but may hinder the face-to-face interactions, which are frequently the best ways of getting things done. Further McWilliams et al (2006) argued that Corporations recognized the key role of employees to achieve responsible business practices. Special importance was placed on internal communications and training to increase awareness and understanding of why organization is closely connected to them and valuable for the business.

‘Comprehensive communication and employees involvement methods contribute to a confident psychological contract among the service provider and customers or between higher authorities and subordinates’. Effective communication enable clients to define opportunities to communicate and agree the possibilities as part of ongoing dialogue which is implicit in good performance organization practices, adopt a policy of transparency on company strategies, procedures and on organization’s proposals and decisions as they affect individuals (Guest et al (1996).

2.4.1.2 Interpersonal relations

Interpersonal relationships enhance organizational effectiveness which defined as a perception of all those aspects of the work environment (events, procedures, relations). These are psychologically sensible to all participants in an organisation. Good interpersonal relations in an organisation are reflected towards examination of the effectiveness of group processes such as employee satisfaction, decision making and problem solving, as a desirable emotional state which is the outcome of an individual's work assessment and his work experience (Armstrong's, 2006).

2.4.1.3 Motivation among employees.

Motivation is concerned with the strength and direction of behaviour or is the factors that influence or encourage individuals to behave in certain manner. The term 'motivation' reflects various individuals goals have, the means in which individuals select their goals, and the ways in which people try to change their behaviour (Armstrong's, 2010). Extrinsic motivation happens when things are done to motivate people, which comprise rewards such as increased pay, praise or promotion, incentives and punishments such as criticism, disciplinary action and withholding pay. Intrinsic motivation is given by the work itself (Armstrong's, 2010).

Motivation has power or force that energizes individuals, directs and strengthen behaviour. Motivation provides the individual a dynamic element in the idea of engagement. High performance is attained by well-motivated employees who are ready prepared to exercise discretionary effort. Hunter et al (1990) found that the difference in value-added discretionary performance between 'superior' and 'standard' performers was 19 % in fairly basic roles.

2.4.2 Organisational Leadership

Leadership is an essential component of organisational procedures that support implementation of client service charter. Leadership enables practices which are vital in fostering CSC implementation including a supportive work group, constructive employees, work attitudes towards CSC and commitment to organisational quality

service delivery (Aarons et al., 2015). Good clients service starts with great leadership, thus good leaders should prioritise the following; meeting rising expectations by providing a personalized and tailored answer to clients. Client connections, when the relationship of frontline employee with the manager is poor; also nearly always the result of customer service will be poor. Therefore, as a leader, personal connection has to come from the top so as to maintain and retain the customers.

Moreover, the leader has to empower staff, seeing leadership in others and instilling trust. With this regard the leadership style affect a lot implementation of Clients Service Charter in the organisation. Hansen et al. (2004) pinpoint that, the top management/leadership governs productive resources which directly contribute to attaining organisational goals. In other words, top leaders make choices about selecting and deploying other service providers. The value of top leaders is revealed in the quality of managerial decisions which ultimately influence organization performance (Hansen et al., 2004).

2.4.2.1 Types of organisational leadership

There are many styles of leadership, and no anyone style of leadership is better than the other in any circumstances. The study focused on bureaucratic, participatory and charismatic or transformation Leadership styles.

2.4.2.2 Bureaucratic leadership style.

Bureaucratic leaders force their decisions to be accepted, using their position to impose people to do as they are told (Armstrong's, 2010). Bureaucratic leadership is characterised by leaders that follow the rules precisely and use positional power to influence performance, impose their decisions and force people to do as they are told. Bureaucratic leaders are also transactional as they enforce strict discipline on subordinates and advancements are based on conformity to rulebooks and performance results. Employees are expected to observe orders of the leader because of the authority that resides with his position (Kellerman, 2003).

4.4.2.3 Participatory leadership style

Participatory leadership styles the leaders inspires and encouraged individuals to participate and involve themselves in decision making (Armstrong's, 2010). Participatory leadership style entails an important role in growing inner capabilities and urgencies to the success of the organisation (O'Reilly et al., 2010). Bainbridge (1996) claims that creation and design of execution processes within an organisation is most often a role of the participatory leaders within it. Implementation processes are the order of leaders engaged in the management of change. The participatory leaders initiate the service provider to make things tangible rather than abstract and to awaken enthusiasm and ownership of the proposed CSC implementation within the organisations.

4.4.2.4 Transformational leadership style

Transformational leaders empower and motivate individuals to struggle for higher-level goals (Armstrong's 2010). This leader's style captures leadership behaviours across the dimensions of individual consideration, intellectual stimulation, inspirational motivation and idealised influence. It is linked with increased job satisfaction, organisational commitment and performance for leaders, teams, employees as well as decreases negative results such as turnover intentions and burnout. Also, it modifies the negative impact of organisational stress and support positive attitudes so as to have effective implementation of organisational objectives (Aarons et al. 2015).

2.4.3 Organisational resources

The organisation is composed with various resources whereby the organisation makes use of these resources to accomplish the intended goals. Human resource, as the vital resources used by organisations involve the following skills, knowledge, capacity and disposition of all people employed within the organisation. Financial resources in terms of money, financial capital of any organisation used to fund both current and long term activities. Physical assets such as raw materials, parts, productions and all kinds of equipment are needed for implementation of CSC.

Information resources are all useful information and data needed for the effective decision making also knowledge and key competence of the employees. In Barney (1991), organisation resources involve all assets, organisational processes capabilities, information knowledge, organisations attributes, etc. controlled by the organisation that enables the company to conceive and implement policies to improve its efficiency and effectiveness.

Barney (1991) discussed that to have the potential to create successful implementation of customer service charter of organisations, resources should have four attributes thus; the resources must be valuable hence it exploits opportunities and neutralises threats in an organisation environment. The resources must be rare among an organisation current and potential competition, the resource must be imperfectly imitable and there cannot be strategically equivalent substitutes for this resource.

2.4.3.1 Human resources

Human resources are becoming the key focus of client service charter implementation and reiterated that people are the key strategic resources in CSC implementation (Lorange 1998). Cater and Pucko, (2010), verified that managers mostly rely on forecasting and organising activities when implementing customer service charter, while the prime obstacle to CSC implementation and execution is poor leadership. Fulmer (1990), argued that human resources supervision plays an important role in the effective implementation of client service charter. It is significant for both organisation units and employees enthusiastic about the CSC implementation. Getting individuals involved and having a motivating incentive system will have a positive impact on the implementation of CSC.

2.4.3.2 Financial resources

Financial situation is an issue for any organisation to implements its goals. Financial resources refer to the financial fitness of organisation which is the ability to nurture and deploy financial capital (Hall et al., 2003). Financial resources used to finance

the CSC implementation and contributed to the organisation sustainability. In this regard the overall revenue and incomes structure can be the most important.

Implementation of client service charter depends on the availability of financial resources which are available results in increase of more money to be invested into the quantity and quality of the CSC implementation. Financial resources used flexibly to buy equipment, pay employees, assist in training of staff and buy advertising while physical resources are relatively inflexible in that they are more directly connected with the operation of an organisation and the achievement of organisational goals than financial resources (Fry et al. 2004).

2.4.3.3 Information resource

In addition, the Local Government of Bagamoyo District Council wants to develop the mode and machineries for communication with the regions to understand their requirements better and act to respond to the voice of the clients. Human resources information is usually reported internally in the form of management reports providing information for managers, often through the intranet and on dashboards. For information to be valued by managers it must be credible, accurate and trustworthy. This will enable them to manage their organisational team and accompanied by guidance as to what action can be taken; they have the skills and abilities to understand and act upon it (Farnham & Horton, 1996).

2.4.4 Implementation of Client Service Charter

Different organizations have introduced CSC to advance service quality and workers satisfaction. Though, this goal is not always attained the literature shows both implementation success and failures. For the effective CSC implementation the district has to enable customers and creating accountability for performance. The Charter intends to empower clients, to change the culture of public delivery and to focus more on the needs of clients (McGuire, 2002). When an implementation of CSC introduced in an organisation or work group the environment is supportive of transferring of a new innovation into practice. Aarons et al., (2015) point out that the organisation can put charter into practice as the procedures, practices and behaviours

that are rewarded, supported and expected in order to facilitate effective CSC implementation.

The works identify a few cases where the implementation of a client service charter has failed because of the various factors. Those factors include organisational culture, leadership style, and organisational resources leading to an inconsequent use of service charters in daily practice (Sarel and Marmorstein, 2001). Staff resistance to customer-oriented change is one of the most underestimated aspects when introducing a client service charter (Ohemeng, 2010). Designing and implementing a customer service charter is challenging, as it requires an organisation not only to change the way that it interfaces with the public, but also to transform its internal procedures and organisational culture in ways that are consistent with its publicly indicated service delivery standards (Post and Agarwa, 2008). The method of executing the client service charter should not be a top-down initiative: staff should be consulted habitually and be involved in all stages of the implementation process.

2.4.4.1 Employees Awareness

Tyson, (2006) argued, to understand one's own capabilities and limitations in terms of knowledge, skills and personal traits is very important in workplace. Senior managers need to have strategic awareness in order to coordinate the following variables; responsive attitude towards implementation problems, a deep knowledge of their strategic goals, and organisation of resources to achieve them and how to keep their vision at the heart of what they do. Rothstein (2000) argued that "it is scarcely possible to carry out a program successfully however ingeniously designed and well-organised its implementation may be, if it does not enjoy the confidence of the group toward which it is directed." If there is a higher level of awareness among citizenry, they may shape their ideas better for the support/or rejection of the proposed programme.

Awareness of employees towards the job and its inherent problems, comprehensive meaning of the criteria for effective performance through job analysis, knowing the implications of the concept of reliability and validity in implementation of the

strategy increase effectiveness and efficiency in employees (Tyson 2006). Organisation should provide intensive training for employees to increase awareness in the various possible selection methods, their potentiality, values and predictive capabilities. Education is one of the significant socio-economic factors which determine the awareness level of citizens to CSC (McGuire, 2002). According to McGuire (2002), Bana (2009) well educated citizens are more receptive to new ideas and new ways compared to those having low level of education. McGuire (2002) argued that the way of thinking and looking towards the surrounding environment depends on the attitude of that person which in most cases is determined by their level of education.

2.4.4.2 Employees Commitment

Employee advancement policy express the organization's commitment for the continuous growth of the skills and abilities of employees in order to get their best contribution and to give them opportunity to advance their careers, realize their potential, improve their skills, and increase their employability both within and outside the organisation (Armstrong's, 2010). Organisations commitment as a form of management responsible for decision making which aimed at eliciting commitment whereby behaviour is primarily self-regulated rather than controlled by authorizations and external pressures to the individual and relations within the organisation are based on high levels of trust" Wood (1996).

Storey (1989) argued that to gain the commitment of employees, their hearts and minds leaders should treat them as valued assets, considering them as a source of competitive advantage through their commitment, adaptability and high quality (of skills, performance and attitudes)'. Moreover, to let them get involved in decision making, communicate to them the organisation goals, leadership and other means of developing a high commitment and high-trust to the organisation in implementation of the strategy.

2.4.4.3 Training

Training is the process in which new or present employees acquire specific skills to perform a job better (Noe et al, 2000 & Dessler, 2008). Training is a learning process which involves the acquisition of knowledge and skills, concepts, rules, awareness and attitudes to improve employee performance (Byars & Rue, 2008). When organisation plan to impart knowledge and develop specific skills for a particular purpose, both individuals and the company benefit from this process of learning a sequence of programmed behavior, the behavior that is relevant to the job especial the introduction of client service charter at the council majority are not familiar with it. Therefore, offering training enables workers to handle and perform in positions of greater difficulty and responsibility.

The main reason of training is to remove the gap between job needs and current competence of the employee, developing the abilities of employees, satisfying current and future manpower needs, and to help them shoulder higher responsibilities. The skills learned today through training may not be applicable in the future due to rapid change in issues of economic, social, technological and government changes. Strategic organisational changes e.g. introduction of modern equipments may require new skills, therefore, the organisation management has responsibility to initiate and plan to train their staff to reduce poor performance problems within the organization which exists and lead to low productivity, poor customer care, lack of awareness, introduction of new job and bad behaviour. Employers require offering or providing training for employees because of regulatory, professional or certification issues and contractual (Byars & Rue, 2008).

In organisation, new knowledge, skills, and aptitudes are required for successfully operations and achievement of organisational objectives when the firm introduced new equipments, new technology, new principles and regulations Salem, (1997). Effective training imparting knowledge, skills and shape the behaviour of the workers and improves their performance. Improved performance leads to increased productivity, increased profits for the organisation and therefore good results of investing in training (Mullins, 2002). Training has no best approach though has

various dimensions and frameworks, each one covers broadly the same cycle but the most fit technique depends on the main intention of the training, its subject matter, audience and financial stability (Madhurima & Sakina, 2008).

Appropriately designed and conducted training courses enhance development and strong management skills, knowledge and innovation, growth in leadership of a broad contextual and recognition of the organisation overall operations and its objectives. Also training leads to high leadership delegation due to managers down the line are well qualified and ready to take up additional responsibilities. The organisation can decide methods of training process can be commenced either internal programme by using special structure or external programme through courses (Malcom & Lesly, 1992). Training helps to grow and develop a positive culture within the organisation and to provide higher levels of service to customers (Cole, 1997). It requires a logical systematic approach otherwise, it can be inefficient. After every training programme there should be an evaluation to measure its cost benefits.

2.5 Empirical Analysis or studies.

In Bangladesh, Tamrakar (2010), done a research on “The Impact of Citizen Charter in Service Delivery: A Case of District Administration Office Kathmandu, North South University, Bangladesh”. The results of the study showed that the responsible community to release procedures in Nepal is not significant, effective and efficient due to the awful government they have and lack of information of the implementers of the service and the receivers. Only 26% of respondents are getting services desired from Nepal, residents are not conscious of their statutory rights to get the service in the time mentioned in citizen charter the thing which causes various conflicts to arise in the organisation. This statement was also demonstrated by another survey done by Bergen University, Norway which shows that 8% of the total respondents were found positive were conversant in the passage of time for implementing citizen charter. Relaying on the study result, for improving the service delivery, citizen charter can play a great role but some part of it like complaint handling system, appropriate information to service providers and receivers should be improved and this will be

possible by having good governance. The main objective of good governance is to make the government and public administration more effective, efficient, transparent and accountable to the public. So, the citizen charter is seen as the resource to improve the good governance through ensuring transparency, accountability and responsiveness as it makes bureaucratic clarity among the service seekers and provides the mechanism for complaint handling.

In Ghana, Nayem (2010) conducted a research on “The Problems of Implementing Citizen Charter: A study of Upazila Land Office - A.C Land Office”. The result shows that the execution of citizen charter in Upazila land offices is extremely low down. All the services obtainable by the land office are not incorporated in the citizen's charter, people are not following citizen charter and mostly they do not know about it. However, the citizens are totally unaware about the charter agenda initiatives. The complication of land management system, citizen's lack of knowledge, need of resources, incompatible rules and set of laws, lack of training, lack of freedom of opinion workload, lack of logistic support and the like are working as barrier of citizen charter implementation. In connection to that the research results also verify that the officials at Upazila land office lack assurance and weightiness to implement citizen charter. In adding up to this, most of the street level bureaucrats in Upazila land office do not have adequate facts about the charter agenda. Therefore, from these findings the researcher came with the conclusion that for the better implementation of the citizen charter the government needs to provide training and orientation programme to the service providers so that they can become aware of the citizen charter. Also, the correct promotion is necessary to create the society alerted of this service.

In Tanzania, Njunwa (2011) reported the study “Achieving the Millennium Development Goals through innovative public service delivery: A critical assessment of implementation of Client Service Charter in Tanzania”. To his surprise, he found 80% of local government agencies which serve majority of Tanzanians to have not implemented the CSC Reform and even those who were implementing were not doing well. The factors for non-implementation were: high illiteracy among the

citizens which makes them unaware of CSC and not confident to claim their rights, imposition of the CSC approach to local authorities instead of being part of decision makers, lack of sufficient sensitisation and popularisation of CSC and lack of local dynamism in the CSC because it is an imported innovation. However, in 2013 Lufunyo conducted a research on “The Impact of Public Sector Reforms on Service Delivery in Tanzania”. The results indicated that implementation of Public service reform like the CSC reform faced many challenges such as; low public awareness on the reforms, inadequate facilities such as offices and equipment, reluctant mind set to some employees to accept changes, poor working environment and conditions of service to public servants, staff unpreparedness to the reforms, delaying allocation of resources to implement projects, insufficient staffing levels in health and education, lack of ownership of reforms by some stakeholders due to poor participation, lack of political will and commitment on reforms from some top leadership positions, corruption and greed behaviours to some public employees, weak legal frameworks to address corruption and poor customer focus culture to some public employees.

2.5.1 Research Gap

The aforementioned studies shows that the problems of client service charter is caused by deficiency of information to both implementer and receivers, lack of awareness of clients service charter, insufficient sensitisation and popularisation of CSC and lack of local dynamism in the CSC because it is an imported innovation, reluctant mind set to some employees to accept changes, poor working environment and situations of service to public servants, inadequate facilities such as offices and equipment, delaying allocation of resources to implement projects, staff unpreparedness to the reforms, low public awareness on the reforms, lack of ownership of reforms by some stakeholders due to poor participation, lack of political will and commitment on reforms from some top leadership positions, poor affordability of the services and lack of knowledge about the Client Service Charter and its contribution to superior performance in the Organisations.

This study therefore wants to add knowledge on identifying gap by dwelling on Factors Affecting Implementation of Client Service Charter in Local Authorities; A Case of Bagamoyo District Council.

2.6 Summary of Chapter Two

The literature review chapter comprises the introduction, which explains the structure of the chapter. It then addresses the definitions of key words, theories which guided the researcher in this study, discusses in details concept of CSC, the conceptual framework and provides the highlight of the variables of the study. Also, it provides empirical analysis and research gap and lastly, it draws up the summary of the chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the research methods used to collect data in this study. The chapter is divided into the following aspects: Research Philosophy, Research design, Area of the research or survey, Survey population, Sampling design and procedures, Variables and Measurement procedures, Methods of data collection, Data analysis, Reliability and validity and Ethical Consideration.

3.1 Research Philosophy

Research philosophy is a specific way of emerging knowledge that defines philosophical paradigm. This development and understanding of knowledge depends on certain assumptions based on our perspective of the world, i.e. the practical considerations while selecting a topic of research (Holden & Lynch, 2004; Saunders, Lewis, & Thornhill, 2009). There are two major philosophies that were used in this study; positivism and interpretivism. Positivism as an observable social reality and outcomes specifically on scientific evidence such as experiments and statistics to reveal a true nature of society operates. Positivism philosophy is quantitative in nature. Interpretivism philosophy dwells on qualitative information and based on understanding of human nature and their varying roles as social actors were applied in this study. A qualitative method is used when interacting with individuals so as to collaboratively construct a meaningful reality (Rowlands, 2005). Therefore, the study being a mixed study used positivism and interpretivism philosophies, the assumption being that both approaches could supplement and complement each other.

3.2 Research Design

The study applied a case study research design; as such it was an intensive descriptive analysis of Bagamoyo District Council as a single entity. The emphasis in case study research was placed on exploration and description of a phenomenon. The main features of case study research were that it was narrowly focused, provided a

high level of detail, and was able to combine both objective and subjective data to achieve an in-depth understanding. The researcher had no control over the variables; he or she could only report what has happened or what was happening (Cooper & Schindler, 2003). To obtain a full and comprehensive picture of the participant or minor group, the researcher used a variety approaches and methods to collect data in the form of triangulation technique. These methods include interviews, questionnaires and review of documents and archived records. Though the study being largely qualitative in nature the study includes quantitative techniques methods in collecting and analysing data.

3.3 Study Area

The study was carried in Bagamoyo District Council. The District Council had a population of 311,740, with 154,198 male, 157,542 female, average of 4.4 household size, sex ratio of 98 and an annual population growth rate of 3.11% (National Bureau of Statistics, 2012). The selection of the study area was based on the following reasons: Bagamoyo District Council stands as one of the Local government authorities in Tanzania providing public services which adopted the client service charter as per government directions. Also, the District Council has developed beach hotels that attract many people from inside and outside Tanzania and thereby having clients of national and international cultural diversity. Therefore, this diversity provides an interesting case to understand how the CSC reform meets the challenge of service implementation to such diversity.

3.4 Sampling Frame

Population means the whole group of individuals, events or objectives having shared observable characteristics (Mugenda & Mugenda, 2003). Population is a well-defined or group of people, services, elements, events, and group of things or households that are being examined in a particular study (Ngechu, 2004). For the case of this study, the target population was 206 employees from Bagamoyo District Council (Headquarters). Due to matters of costs and time, the study comprised 62 employees, that is, 30% of the total population from different departments of

Bagamoyo District Council composed of different cadres of 47 employees and 15 from administration and human resource. The sample was selected because it fulfilled the requirements of competence, efficiency, representativeness, reliability and flexibility as administration and human resource and other employees were directly concerned with implementation of client service charter in District council.

3.4.1 Units of inquiry

The units of observation comprised employees at Bagamoyo District Council (Headquarters) whereby, the Service providers involves Healthy, Administrations and Human resource, Legal, Procurements, Finance and Business, Community Development, Water, Cleanness and Environment, Communication, Internal Auditor, election department and Livestock and Irrigations Building and Fire, Primary Education, secondary education, Lands, Natural resources (Tourism), and Planning and Trade as indicated in Table 3.1.

Table 3.1: Categorisation of the sampling frame and sample size

S/N	Departments	Actual sample frame Staff	Sample Size
1.	Health	6	2
2.	Administration and Human Resources	51	15
3.	Legal	2	1
4.	Procurements	4	1
5.	Finance and Business	27	8
6.	Community Development	9	3
7.	Water	4	1
8.	Cleanness and Environments	2	1
9.	Communication	2	1
10.	Internal Auditor	2	1
11.	Livestock and Irrigation	23	6
12.	Election	1	1
13.	Primary Education	19	5
14.	Secondary Education	7	2
15.	Livestock and Fisheries	21	6
16.	Lands, Natural resources (Tourism)	20	6
17.	Planning and Trade	4	1
18.	Building and Fire	2	1
Total		206	62

Source: BDC Human Resource Office, 2018

3.5 Sampling Design and Procedures

3.5.1 Sample Size/ Design

Sample size refers to the exact number of items selected from a sample frame to constitute a sample (Krishnaswami, 2003). A sample size of about 10% to 30% of the total accessible population is enough for data collection (Krishnaswami 2003). Keeping in view with the costs that were incurred and the nature of the study phenomena, the study did not cover the whole population of Bagamoyo District Council (Headquarters); instead a sample of 62 employees out of 206 was used. Employees categorised into 47 employees from different cadres and 15 staff from Administration and Human resource.

3.5.2 Sampling Procedures

Sampling technique offers a range of methods that enable the scholar to reduce the amount of data required by considering only data from a sub group rather than all possible cases or elements (Saunders et al., 2007). This study employed the purposive and Convenience sampling techniques.

3.5.2.1 Purposive sampling

Purposive sampling method used to select Administration and Human resource and the rest of employees were selected by using accidental sampling technique where by the population selected was easily accessible to the researcher available subjects were simply entered into the study without any attempt of randomization. Mugenda and Mugenda (2003) argued that for a sample to be adequate representative, it should be at least 10% to 30% of the target population. A total sample of 62 respondents out of 206 employees were subjected in this study, where 15 were Administration and Human resources and 47 were normal employees in Bagamoyo District Council.

3.5.2.2 Convenience sampling

Convenience sampling also known as availability sampling is a specific type of non-probability sampling technique that relies on data collection from population

members who are conveniently available to contribute in study (Saunders et al., 2012). Convenience sampling is a type of sampling where the first available primary data source used for the study without additional requirements (Saunders et al., 2012). This sampling technique includes getting participants wherever investigator can find them and typically wherever it is convenient. In convenience sampling no addition criteria are identified prior to the selection of subjects. All subjects are requested to participate. Convenience sampling technique can be applied by stopping people randomly on the street and asking them questionnaire questions.

3.5.3 Variables and Measurement procedures

In this study, the independent variables (organizational leadership, organisational resources, corporate culture and role of stakeholders) were measured individually using t-test and collectively using ANOVA (F-test) respectively. Table 3.2 shows the summary of variables measurement.

Table 3.2: Measurement of Variables

Variable	Sub Variable	Measurement
Organisational Culture	Communication structure	5-point Likert scale (1 = strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree and 5 = strongly agree.
	Interpersonal relations	
	Motivation among employees	
Organisational Leadership	Bureaucratic	5-point Likert scale (1 = strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree and 5 = strongly agree.
	Participatory	
	Transformational	
Organisational Resources	Human resources	5-point Likert scale (1 = strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree and 5 = strongly agree.
	Financial resources	
	Information resources	
Implementation	Awareness	5-point Likert scale (1 = strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree and 5 = strongly agree.
	Commitment	
	Training	

Source: Field data, 2019

3.6 Methods of data collection

In this study both primary and secondary methods of data collection were employed. Primary method involved interviews, observation, while secondary methods involved documentary review.

3.6.1 Primary methods

3.6.1.1 Interview in Research

The researcher conducted face-to-face interviews with administrators, human resource officers and head of departments. The aim of interviewing these categories simply because they were more familiar with the subject matter, provide instructions and administer clients and service providers. The qualitative data was acquired and these interviews involved generally open-ended questions that were few in number and planned to draw out views and opinions from the participants. This method was useful as it allowed the enumerator's control over the line of questioning.

3.6.1.2 Questionnaires survey

A set of questionnaires with close and open ended questions were administer to respondents. Questionnaires administered to the Cultural Officer, Legal Officer, Procurement Officer, Building Officer, Economics, Records Mgt Assistant, Planning Officer, HR Officer, Sec Education Officer, Finance Officer, Account Officer, Senior HR Officer, Planning Officer through the drop and pick method this enabled the respondents to have enough time and freedom to provide the required information. The guidance on responding to the questions was provided. The researcher gave them questionnaires in order to obtain both qualitative and quantitative data.

3.6.2 Secondary methods

According to Kothari (2013), research topics, problem questions, subjects, objectives, research designs, data to be collected and expected results, determine the choice of instruments and tools to be used in a study . A desk study was used to obtain secondary data which include the collection of the ready available data through various sources such as articles, books, journals, official publications and reports. These various sources used to gather secondary information which complimented primary data which were collected using interviews and questionnaires. This was public document which enable the scholar to gather related information about the study. The shortcoming of the method is that the document

may be protected information unavailable to public or private access, material may be incomplete and the documents may not be accurate (Merriam (1998), Bogdan & Bikien (1992) and Creswell (2007).

3.6.3 Pilot Testing

The pre-testing of survey questionnaires and the interview guide were done to ensure that they were relevant, controllable and effective. Pre-testing permits errors discovery before actual collection of data (Sounders, et al., 2012). The main reason for conducting the pilot study is to determine the reliability and validity of instruments to be used in this study (Creswell, 2014; Gibson, 2017). Therefore, a pilot study was conducted in six (6) units such as human resource unit, legal unit, account unit, planning and development unit, health unit and community development unit which is 9.3% of 62 targeted employees, which involved 15 respondents who were conveniently selected to test the instruments for data collection. However, units which formed part of the pilot testing were also included in the major study.

3.7 Reliability and Validity

3.7.1 Reliability of the instruments

Reliability of an instrument is the measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda & Mugenda, 2003). Mulusa (1998) observes that a reliable instrument should produce the rightfully results when will be used more than once to collect data from two samples drawn from the same population. Cronbach Alpha used to test reliability of instruments. The formula for Cronbach's alpha is:

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

Whereby:

N = The Number of Items.

$C - \bar{}$ = Average covariance between item -pairs.

$V - \bar{}$ = Average Variance

The reliability of the data was tested using Cronbach's alpha. Reliability means that the scores of an instrument are stable and consistent (Cresswell, 2005). In this study, Cronbach's alpha showed the questionnaires to reach acceptable reliability, $\alpha = .876$ which is highly acceptable. Kothari (2013), claimed that when Alpha coefficient is equal to 0.7 hence (Cronbach's alpha coefficient) qualifies for a reliable and consistency of instruments. While Sounders et al. (2012) argued that the acceptable rule thumb is to accept a coefficient of 0.6 – 0.7 and that a higher coefficient is excellent reliability of data in a given study. Table 4.1 portrays the values of each variable and its Cronbach's Alpha respectively: organisational culture has $\alpha = .794$, organisational resources have $\alpha = .903$, organisational leadership has $\alpha = .840$, while implementation of CSC has $\alpha = .803$ respectively. Therefore, in this study, Cronbach's alpha showed the questionnaires to reach acceptable reliability, $\alpha = .876$ which is highly acceptable.

Table 3.3 Reliability Statistics

Table 4.2: Reliability Statistics Variable	Cronbach's Alpha	Number of Items
Total Variables	.876	45
Organisational Culture	.794	7
Organisational Leadership	.840	7
Implementation	.803	3
Organisational Resources	.903	5

Source: Field Data, 2019

3.7.2 Validity of the instruments

Validity refers to the suitability, meaningfulness and usefulness of any inferences a scholar draws based on data obtained through the use of a research instrument. In this study validity of instruments arrived at by ensuring all aspects of research problems were answered. The questions that seem to be ambiguous or too lengthy were corrected. The instruments developed and corrected under professional guidance of the supervisor (Mwania (2015). To ensure validity of the data collection tools,

colleagues, supervisors, and other research experts checked on content and validity. The feedback from the research expert was used to make the necessary corrections on the data collection tools by removing confusing items and other typographical.

Assessment and continuous review of questionnaires led to refinement of the tool to guarantee its accuracy for data collection in this study. The questions that seemed to be ambiguous or too lengthy were corrected. Thus, pre - testing serves as practice management and a method to assess respondents' understanding of the concepts under study as well as the quality of their interview (Converse and Presser, 1986). Thus, continuous seeking for opinions, ideas from experts and discussion with supervisor in the study area ensured the validity of research instruments of the study.

3.8 Data analysis methods

The data obtained from the field was corrected, coded and interpreted according to themes which originated from the research objectives and questions/hypotheses. Mugenda and Mugenda (2003) argued such data must be cleaned, coded, and key pressed into a computer and analysed.

3.8.1 Quantitative Analysis

Quantitative approaches of data analysis employed for the study. This was first done by organising data into themes corresponding to study objectives which analysed using Statistical Package for the Social Sciences (SPSS) and Microsoft Excel. To the results generated in terms of frequencies, percentages, descriptive statistics, Cronbach's alpha, Pearson's correlation and linear regression statistics that used to answer the research hypothesis. The results presented in tables and figures. During the data analysis the regression modeling was used to describe the relationship between the study variables. The model is formulated as follows;

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + \varepsilon$$

Where:

Y= Dependent variable

$B_{0..n}$ = Regression coefficients

X_1 = Organisational culture

X_2 = Organisational leadership

X_3 = Organisational resources.

ϵ . = Error term

3.8.2 Qualitative Analysis

The study used descriptive analysis to analyse qualitative data obtained through oral interviews from respondents at Bagamoyo district council. The method enabled the researcher to provide a report by summarising and organising qualitative data/ findings in a meaningful way.

3.9 Ethical Consideration

Researchers safeguard his/her research members by developing a trust with them, promote the integrity of research; guard against misconduct, misinterpretation and any of impropriety that might reflect on their organisations or institutions; and cope with new, challenging problems (Isreal & Hay, 2006). Ethical questions apparent nowadays in such subjects as personal disclosure, authenticity and credibility of the research report, the role of researchers in cross-cultural contexts, and issues of individual privacy through forms of Internet data collection (Isreal & Hay, 2006). In this study respondents were assured of confidentiality before starting the issuance of questionnaires. Authorization was sought from the appropriate bodies prior to conducting the study with letters to this effect. It is unethical for the researcher to provide invalid and unreliable data. To ensure validity and reliability of the research, the researcher avoided creating, inverting or faking data that was reported. Likewise manipulation of materials, instruments, processes, omission of some data, changing results or findings was avoided since the involvement of researcher in these practices would violate the primary objective of research ethics which could mislead other scholars while at the same time undermining their own academic authority.

3.10 Summary

Chapter three presented the research methodology and research techniques that were used to gather and analyse data for the present study. The study used both purposive and convenience sampling techniques to obtain the sample. The research techniques used to collect data included questionnaires and interviews for primary data, and documentary review for secondary data. The study employed ANOVA for variables and measurement procedures. Also, both quantitative and qualitative methods were applied for data analysis. This chapter also has explained how data were interpreted and presented.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.0 Introduction

This chapter presents the findings obtained from the field work based on the factors affecting implementation of Client Service Charter in Local Authorities. The specific objectives were, first to establish whether organisational culture affect implementation of Clients Service Charter, second, to determine whether organisational leadership affect implementation of Clients Service Charter and third, to establish whether organisational resources affect implementation of Clients Service Charter.

4.1 Demographic characteristics of respondents

The descriptions of the employees examined were gender, age, education level and work experiences. These personal variables are important because they can provide suggestions on the nature of answers or possible reasons for the responses provided by the respondents.

4.1.1 Respondents by sex

The study considered gender balance so as to represent equal opportunity of participants of the study on Factors Affecting Implementation of Client Service Charter in Local Authorities. 62 respondents were involved in the study. Table 4.1 summarises the gender structure as per study findings.

Table 4.1 Respondents by sex

Sex	Frequency	Percent
Male	38	61.3
Female	24	38.7
Total	62	100.0

Source: Field Data, 2019

Table 4.1 shows 38 male respondents who constituted an equivalent of 61% of total respondents, while 24 respondents which was equivalent to 39% of respondents were

females. The ratio of women to males as per findings was 1 to 2. Such higher proportion of percentage indicated a disparity between males and females and this was attributed to the fact that there were few women among respondents consulted/involved in this study.

4.1.2 Age of respondents

The age of respondents were categorised into three age groups; 26-35, 46-55, 56 and above. The reason at the back of this feature was to observe the connection between all age groups and client service charter implementation in local authorities. Table 4.2 summarises the age structure as per field study.

Table 4.2 Age of respondents

Age	Frequency	Percent
26-35	27	43.5
36-45	29	46.8
46-55	5	8.1
56 and above	1	1.6
Total	62	100.0

Source: Field Data, 2019

Table 4.2 represents findings on age distribution of 62 respondents. 27 of respondents were aged between 26 and 35 equivalent to 43.5 % of the total respondents participated in this study. 29 respondents who represented 46.8 % of the total employees were elder between 36 to 45 years while 5 respondents who were equivalent to 8.1 % of the total respondents were aged between 46 to 55 years. Only one respondent who was equivalent to 1.6 % of the total respondents was having the age of 56 and above. Results showed that majority of participants aged between 36-45 years. Respondents aged 56 and above were fewer because it was the old age. Such results shows that majority of the participants were in the active working group that facilitate the execution of the Clients Service Charter.

4.1.3 Educational Level of respondents

The education level of defendants was categorised into 6 groups; Primary Education, Secondary Education, Certificate, Diploma, Degree and others. Table 4.3 summarised the education level of the respondents in the study area.

Table 4.3 Educational Level of respondents

Educational Level	Frequency	Percent
Primary Level	1	1.6
Certificate	3	4.8
Diploma	9	14.5
Degree	46	74.2
Others	3	4.8
Total	62	100.0

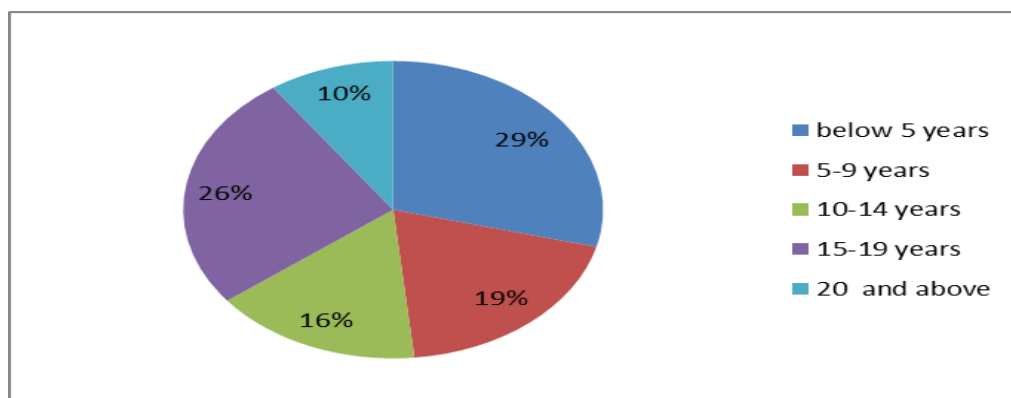
Source: Field Data, 2019

Table 4.3 portrays that among the 62 respondents involved in the study only one (1) respondent who represented 1.6% of total respondents has a primary education level. Three (3) had certificate equivalent to 4.8%, nine (9) respondent were diploma holders which were equivalent to 14.5%, forty six (46) respondents had degree which were equivalent to 74.2% and three (3) respondents had others education level which were equivalent to 4.8% of the total respondents.

4.1.4 Work Experience of Respondents

The analysis of the respondents experience was made and the findings were summarised under Figure 4.1 below. Experience acquired through the skills and knowledge obtained from working environment for a considerable period is important in the implementation of CSC.

Figure 4.1 Working Experience



Source: Field Data, 2019

Figure 4.1 above indicates that 18 respondents equivalent to 29% had working experience less than 5 years, 12 respondents equivalent to 19% had experience of 5-9 years, 10 respondents equivalent to 16% had experience of 10-14 years, 16

respondents equivalent to 26% had experience of 15-19 years and 6 respondents equivalent to 10% had 20 and above years of experience. This result signifies that 29% of the respondents had worked in the district for less than 5 years, whereas 19% worked for 5-9 years and 16% worked for more than 9 years and 10% worked for more than 20 years and above. Such results indicate good awareness of the working environment.

4.2 Diagnostic Test

Normality test

Normality tests ensure the validity of the t-statistics used for assessing significance of regressors in a regression model. The normality of error terms is a basic assumption of the linear regression model. Most of the inferential measures currently used are based on this assumption (Bartolucci & Scaccia, 2005). Thus, diagnostic tests for normality are significant for validating inferences made from regression models (Onder & Zaman, 2003). The model included organisational culture, organisational leadership, organisational resources as independent variables and implementation of client service charter as dependent variable.

In this study the test for normality of implementation of client service charter (dependent variable) was done using Kolmogorov-Smirnov and Shapiro-Wilk tests. The tables distribute the normality test for the variables. In regard to Organisational culture the test for normality revealed that data for the variable 'implementation of client service charter were normally distributed as p-value for Kolmogorov-Smirnov test was 0.200 and Shapiro-Wilk test was 0.275 which both two tests were greater than $\alpha = 0.05$ respectively, and hence conclude the data of the study was normally distributed'.

Table 4.4 Tests of Normality for organisational culture

Implementation	Organisational Culture	Kolmogorov-Smirnov ^b			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
	Not sure	.141	14	.200*	.927	14	.275

*. This is a lower bound of the true significance.

b. Lilliefors Significance Correction

In SPSS output on Table 4.4 the probabilities are greater than Alpha = 0.05, so we accept H_0 ... these data are not different from normal. Also, the test for normality on organisational leadership revealed that the variable ‘implementation of client service charter was normally distributed as p-value for Kolmogorov-Smirnov test was 0.200 and Shapiro-Wilk test was 0.042 where both two tests were greater than $\alpha = 0.05$ respectively, and hence conclude the data of the study was normally distributed’. See Table 4.5 indicating the normality test of the variables.

Table 4.5 Tests of Normality of Organisational Leadership

Implementation	organisational leadership	Kolmogorov-Smirnov ⁱ			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
	3	.218	9	.200*	.828	9	.042

*. This is a lower bound of the true significance.

i. Lilliefors Significance Correction

Therefore, in SPSS output on Table 4.5 the probabilities are greater than Alpha = 0.05, so we accept H_0 ... these data are not different from normal. Moreover, table 4.6 portrays the normality test of organisational resources. The test for normality revealed that data for the variable ‘implementation of client service charter were non normally distributed as p-value for Kolmogorov-Smirnov test was 0.000 and Shapiro-Wilk test was 0.001 which both two tests were less than $\alpha = 0.05$ respectively, and hence conclude the data of the study was not normally distributed’.

Table 4.6 Tests of Normality for organisational resources

Implementation	organisational resources	Kolmogorov-Smirnov ^b			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
	1	.441	4	.	.630	4	.001

b. Lilliefors Significance Correction

The SSPS output on Table 4.6 the probabilities are less than alpha = 0.05, so we reject the H_0 ... these data are significantly different from normal.

4.3 Organisational Culture on Implementation of CSC

The aim was to establish whether organisational culture affects implementation of Client Service Charter. To achieve this the study investigated the communication of CSC, employees awareness on the importance of CSC, culture of teamwork which in

enhances implementation of CSC, initiatives in place for creating awareness to our clients on presence of CSC in our council and whether clients are made aware of their rights and responsibilities in the council. Table 4.7 indicates the organisation culture.

Table 4.7 Organisational Culture

Organisational Culture	Frequency	Percent
Strongly Disagree	2	3.2
Disagree	34	54.8
Not sure	14	22.5
Agree	9	14.4
Strongly Agree	3	4.8
Total	62	100.0

Source: Field Data, 2019

Table 4.7 presents the summarised data from the respondents. Out of 62 respondents who participated in this study 34(54.8%) employees disagreed, 14(22.5%) respondents were not sure, 9(14.4) respondents agreed, 3(4.8%) respondents strongly agree while 2 (3.2%) respondents strongly disagreed that organisational culture affect the implementation of client service charter in the council.

4.3.1 Communication on implementation of CSC

Respondents were asked whether the client service charter is well communicated within and outside of Organisation. (See the distribution in Table 4.8).

Table 4.8: Communication on implementation of CSC

	Frequency	Percentage
Strongly Disagree	10	16.1
Disagree	27	43.5
Not sure	4	6.5
Agree	18	29.0
Strongly Agree	3	4.8
Total	62	100.0

Source: Field Data, 2019

The result from table 4.8 indicates 10 respondents equivalent to 16.1% strongly disagree, 27 respondents equivalent to 43.5% disagreed, 4 respondents equivalent to 6.5% were not sure, 18 respondents equivalent to 29.0% agreed while 3 respondents equivalent to 4.8% strongly agreed that CSC is well communicated.

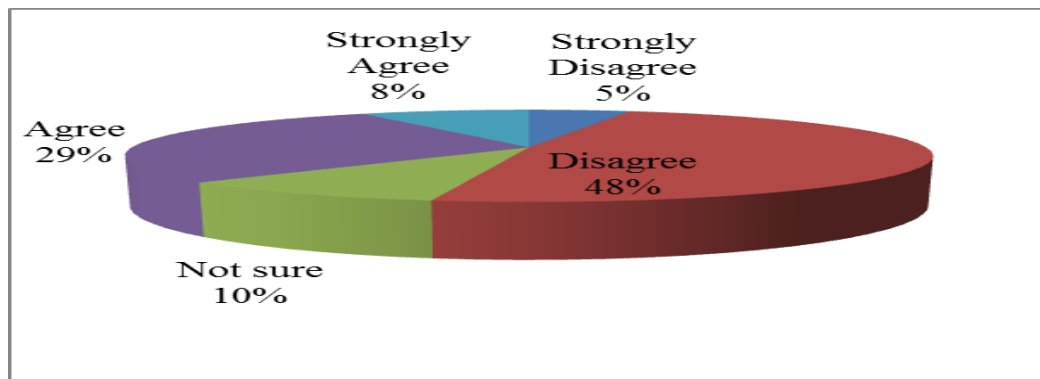
4.3.2 Interpersonal Relationship and implementation of CSC

Organisation consist crowd of people with related aims, intensions, objectives, goals, and insights who supportively joined hands together to achieve what individuals cannot accomplish in isolation under an effective coordinating mechanism. Effective and successful organization requires various discipline teams which need the collaboration of the functional departments from which members of team are drawn. Therefore, in any organisation that is goal-oriented, employees' joined efforts united with their level of interpersonal relationship having in mind the spirit of influencing the entire work-group performance.

4.3.3 Culture of team work and implementation of CSC

In response to the question administered regarding the culture of team work which in enhance implementation of CSC. Figure 4.2 summarises data from the respondents involved in this study.

Figure 4.2 Culture of team work and implementation of CSC



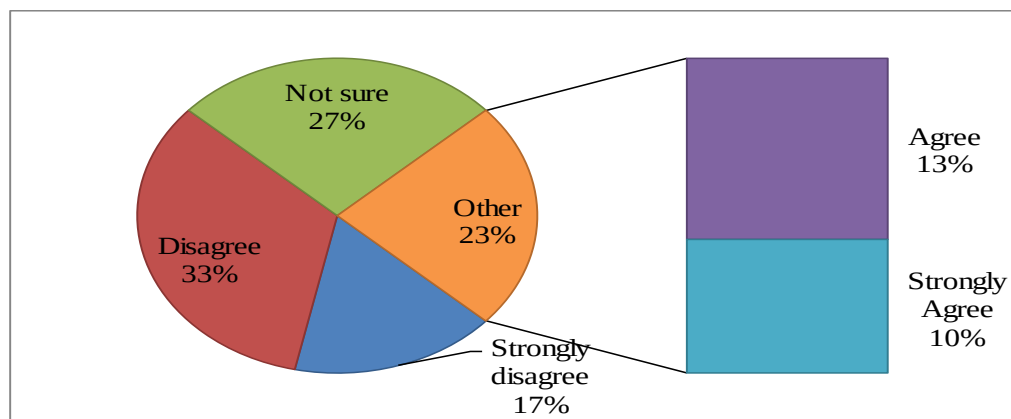
Source: Field Data, 2019

Figure 4.2 indicated that 3 respondents, equivalent to 5%, strongly disagreed; 18 respondents, equivalent to 29%, agreed; 6 respondents equivalent to 10% were not sure, while 5 respondents equivalent to 8% strongly agreed. Based on these results the large groups were staff who disagreed about 48%. Thus, basing on the results, poor culture of team work affects implementation of the Charter.

4.3.4 Motivational Among Employees

The study wanted to know the organisational council whether motivates its employees. Basing on the results from questionnaire survey on the motivation culture, respondents who participated in this study said have a culture of motivating employees who are forefront in implementing the CSC. However, its implementation remains questionable as most of the respondents are not sure on the practicability of motivation. Figure 4.3 summarises the results of Culture Motivating Employees.

Figure 4.3 Culture of Motivating Employees



Source: Field Data, 2019

Figure 4.3 represents the findings of the study, it depicts that 10% of respondents strongly agreed that the organisation had culture of motivating employees who were forefront in implementing client's service charter; 33% disagreed, 27% were not sure, while 13% agreed. It was noted that some of respondents asserted that inadequacy of culture motivation was another area that might affect implementation of client service charter within the organisation. Also, this analysis was supported by one of Administrators when interviewed. He argued that:

*There's no motivation for staff in implementation of CSC in district council.
(Interview, Administrator, BDC 21st December, 2018)*

4.4 Organisational Leadership in Implementation of CSC

The specific research objective was to determine whether organisational leadership styles affect implementation of CSC at Bagamoyo District Council. This subtopic

represents the research findings from the participants who have contributed in this study. Table 4.9 distributes the findings from the employees involved during the study.

Table 4.9 Organisational leadership

Organisational Leadership	Frequency	Percent
Disagree	9	14.5
Not Sure	38	61.3
Agree	15	24.0
Total	62	100.0

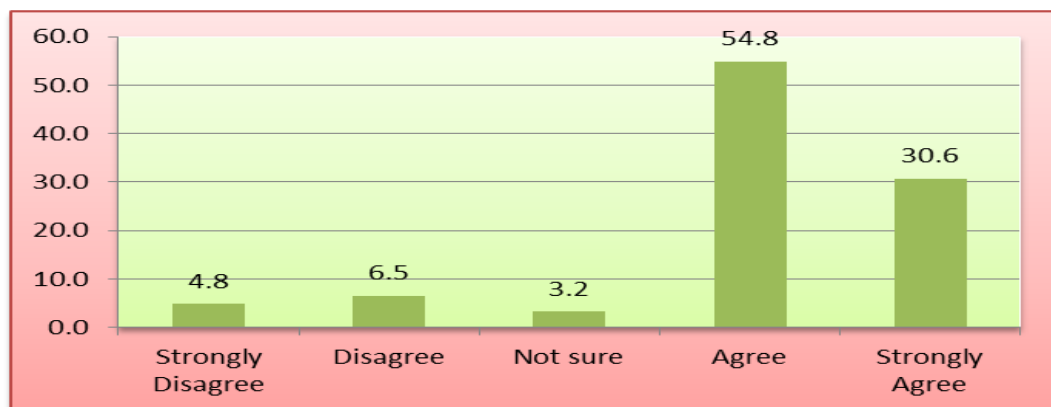
Source: Field Data, 2019

The study presented that organisational leadership has influence in the implementation of the charter at the organisation. The analysis indicates nine (9) employees equivalent to 14.5% disagreed, (38) employees equivalent to 61.3% were not sure about the issue, while (15) employees equivalent to 24% agreed that organisational leadership affects implementation of client service charter in council.

4.4.1 Bureaucratic Leadership style in implementation of CSC

A bureaucratic leader, like authoritarian leaders, tells individuals what to do and how to do. But the roots of all his orders are solely organisational policies, regulations, procedures and guidelines. Rules are absolute for bureaucratic leaders. Therefore, the study sought to find out whether bureaucratic leadership style affects implementation of Client Service Charter in Council. The responses from the participants are displayed in Figure 4.4.

Figure 4.4 Bureaucratic Leadership styles



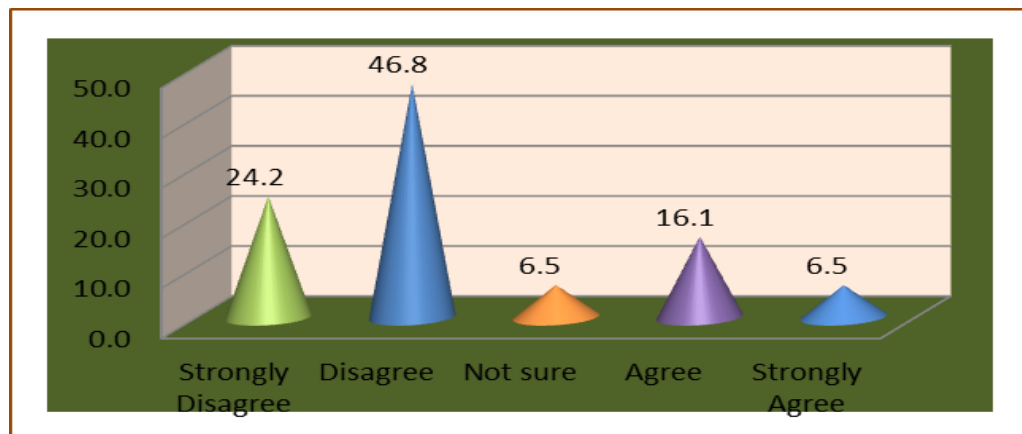
Source: Field Data, 2019

The study discovered that bureaucratic styles have effect in the implementation of CSC at a working place. Figure 4.4 displays the influence of bureaucratic leadership style on implementation of CSC. The results indicate that 4.8% of employees strongly disagreed, 6.5% of employees disagreed, 3.2% were not sure, 54.8% of employees agreed, and 30.6% of employees strongly agreed.

4.4.2 Participatory leadership style in implementation initiatives of CSC

The major challenge for executive leaders is to include lower levels of leadership and staff in order to facilitate equivalence of mission and process. If not addressed, leaders of work group may not have needed buy-in or an understanding of the logical reason behind the decision. Figure 4.5 depicts the respondent's responses.

Figure 4.5 Participatory leadership style in implementation of CSC



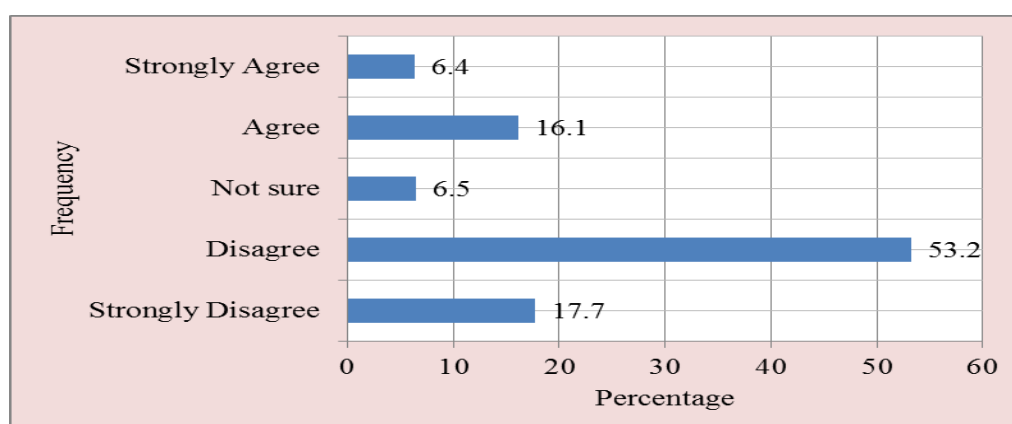
Source: Field Data, 2019

The top leaders encouraged and support implementation initiatives of CSC in working place were assessed. The outcomes in Figure 4.5 indicate that 16.1% respondents agreed that top leaders encouraged and supported implementation of CSC at the council. 6.5% strongly agreed, 6.5% respondents not sure, 46.8% respondents disagreed, while 24.2% respondents strongly disagreed.

4.4.3 Transformational Leadership Style in implementation of CSC

They transform employees to pursue organisational goals over self-interest. They challenge the groups with high standards, communicate positivity about forthcoming goals and provide meaning for the task at hand. Figure 4.6 identifies responses of whether employees are empowered on the need to implement CSC at council.

Figure 4.6 Employees transformation



Source: Field Data, 2019

The study analysis indicates that 17.7% respondents strongly disagreed, 53.2% respondents disagreed, 6.5% were not sure, 16.1% respondents agreed, while 6.4% was strongly agreed. According to the findings it was identified that employees are not empowered on the need to implement client service charter at council. In respect to this area, the study was interested in knowing if leaders involve employees in developing and implementing the CSC.

4.5 Organisational Resources on Implementation of CSC

The study wanted to establish whether organisational resources affect the implementation of CSC in the council. The key indicators of organisational resources included employees' training on the importance of CSC for quality service delivery, employees training on customer services; CSC has improved customer satisfaction, fund availability and budget for implementation of CSC in the council. The other key indicator of whether the CSC was well communicated to all stakeholders was that the document was well circulated and communicated to all stakeholders. Table 4.10 describes the respondent's responses.

Table 4.10 Organisational Resources

Organisational Resources	Frequency	Percent
Strongly Disagree	12	19.3
Disagree	37	59.6
Not sure	10	16.0
Agree	3	4.8
Total	62	100.0

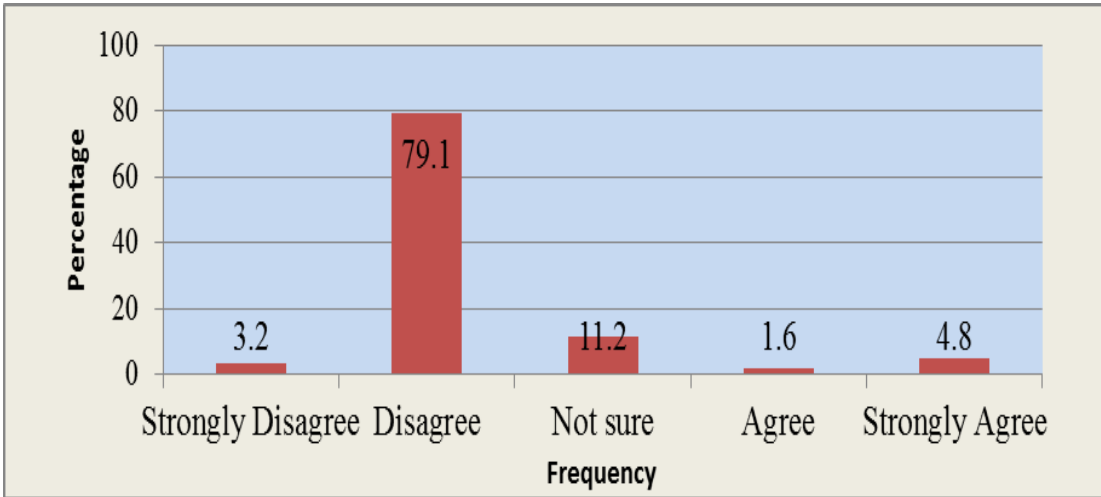
Source: Field Data, 2019

Table 4.10 portrays that 19.3% of the total respondents strongly disagreed concerning the issue of organisational resources to be affecting the implementation of CSC. 59.6% respondents disagreed, 16% respondents were not sure and 4.8% respondents agreed about it. Such results suggest that there is a challenge in resources organisation that affects the implementation of the CSC.

4.5.1 Human Resource in CSC

Human resources play vital roles for organisations to gain competitive advantage and efficiency. The study sought to know the importance of human resource in implementation of client service charter. The results are shown on Figure 4.7

Figure 4.7 Importance of human resource in implementation of CSC



Source: Field Data, 2019

The study revealed that 79.1% of the total respondents disagreed on employees' training on the importance of CSC for quality service delivery. Also, 3.2% respondents strongly disagree, 11.2% respondents were not sure, 1.6% respondents agreed, while 4.8% respondents strongly agreed on the issue of training employees on customer services. Moreover, satisfaction of service to customers is very important for the service providers. The District Council must communicate its services and their respective expected standards as well what shall be the client's duty in accessing the service. On the other hand, the clients also must communicate their feeling of gratification or displeasure with the services to service providers in the Council for remedial actions. On the other hand, two of interviewees argued that:

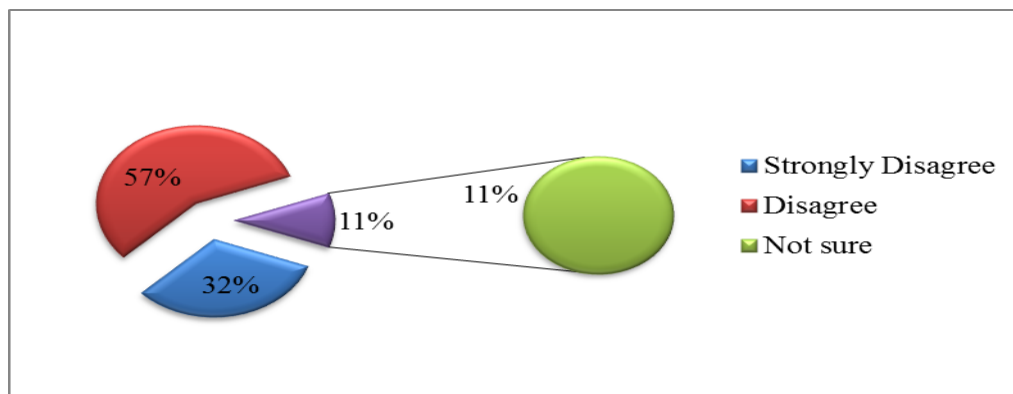
Customers may be satisfied because the Council had established the clients' complaints office to present their queries and the council listens and discusses them for immediate solutions. This remedy reduces the number of complaints from clients. Hence, client service charter helps in attaining customer satisfaction through service delivery. (Interview, Accountant Officer, BDC 21st December, 2018).

The study concludes that failure to meet requirements results in dissatisfaction, disappointment or poor perception of the service quality at BDC.

4.5.2 Availability of Financial Resources

The study wanted to study about the availability of financial resources in the council. Figure 4.8 depicts the summary of results from the findings.

Figure 4.8 Financial Resource in implementation of CSC.



Source: Field Data 2019

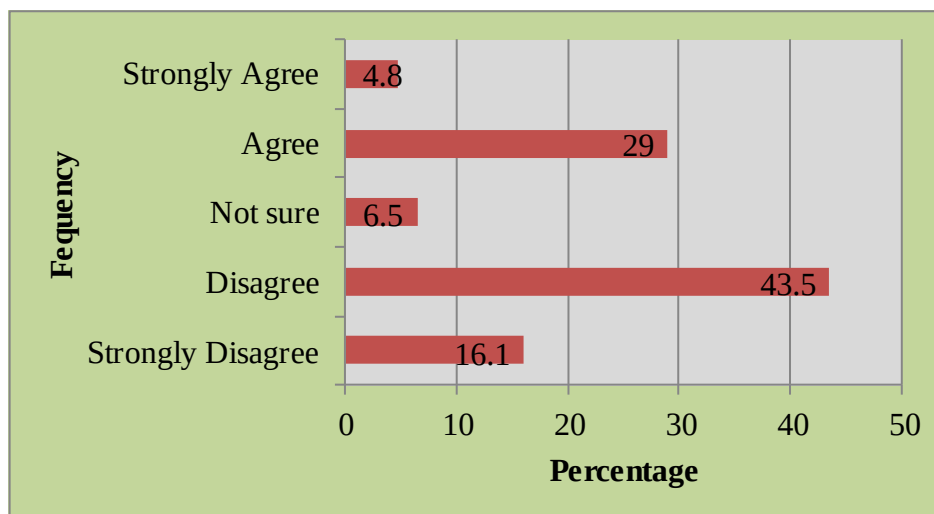
The figure portrays that 57% of the total respondents disagreed concerning the fund availability and budget for implementing the CSC in the council. 32. % respondents strongly disagreed, while 11% respondents not sure. In respect to the findings above, in Local Authorities Government with particular reference to Bagamoyo District Council, financial resource was regarded as a scarce resource which affects implementation of CSC activities. This also was supported by one employee (Planning Officer) who argued that:

Financial Resource is limited in the Council and it was for this reason implementation of other activities was not done at the planning schedule hence financial availability facilitates the works of the council to be done quickly and maintains the needs of customers and the entire council requirements. (Interview, Planning Officer, BDC 24th December, 2018)

4.5.3 Communicating client service charter

Regarding to the organisational information resources the study wanted to know whether CSC was well communicated to both employees and other stakeholders. Figure 4.9 displays the results from the respondents.

Figure 4.9 CSC is well communicated to all stakeholders



Source: Field Data, 2019

The outcomes in Figure 4.9 indicate that about 4.8% respondents strongly agreed, 29% respondents agreed, also 6.5% respondents were not sure regarding the question. 43.5% respondents disagreed, while 16.1% respondents strongly disagreed. The results from the respondents during interview with administrators regarding whether the document was well circulated and communicated to council stakeholders; three of them argued that:

The document was not circulated and communicated to council stakeholders. This result revealed poor document circulation and communication to all stakeholders which lead to unsuccessful CSC implementation. (Interview, Administrators, BDC 21st December, 2018.

4.6 Implementation of Client Service Charter

The study intended to focus on awareness, commitment and training of employees. Table 4.11 displays the findings from the field study when the respondents were

asked to answer whether client service charter is being implemented in the district council.

Table 4.11 Implementation of CSC

	Frequency	Percent
Not sure	43	69.3
Agree	12	19.3
Strongly Agree	7	11.2
Total	62	100.0

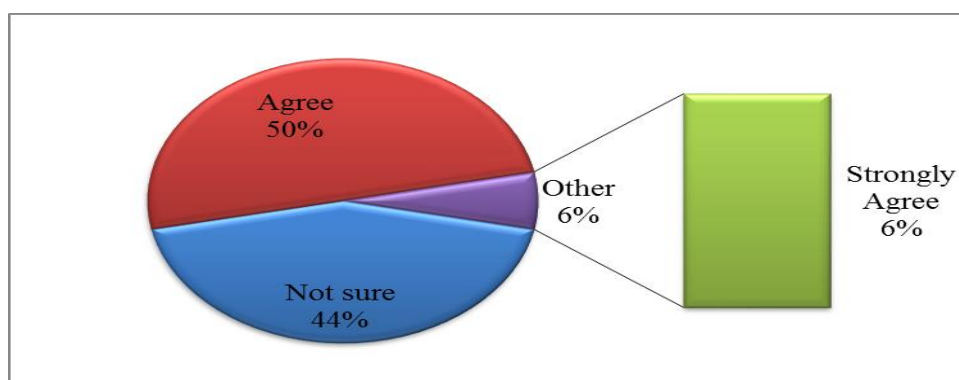
Source: Field Data, 2019

The outcomes from Table 4.11 portrayed that 43 employees equivalent to 69.3% were not sure, 12 respondents equivalent to 19.3% agreed regarding the addressed issue, while 7 respondents equivalent to 11.2% strongly agreed.

4.6.1 Employees Awareness

Senior managers need to have strategic awareness so as to coordinate responsive attitude towards implementation of client service charter in an organisation. The study sought to know employees awareness upon the charter in council. Figure 4.10 displays the respondent's answers in percentage.

Figure 4.10 Employees' Awareness



Source: Field Data 2019

Figure 4.10 displays the respondents' responses regarding the employee's awareness. 44% of respondents were not sure, 50% respondents agreed and 6 % respondents strongly agreed that Bagamoyo district has the CSC document. This was supported by one employee (Senior Teacher) during interview who argued that:

The Charter is well known to top Management, administrators, Heads of

departments, supervisors and the human resources. But for employees are not aware of the availability of Client Service Charter. (Interview, Senior Teacher, BDC 21st December, 2018)

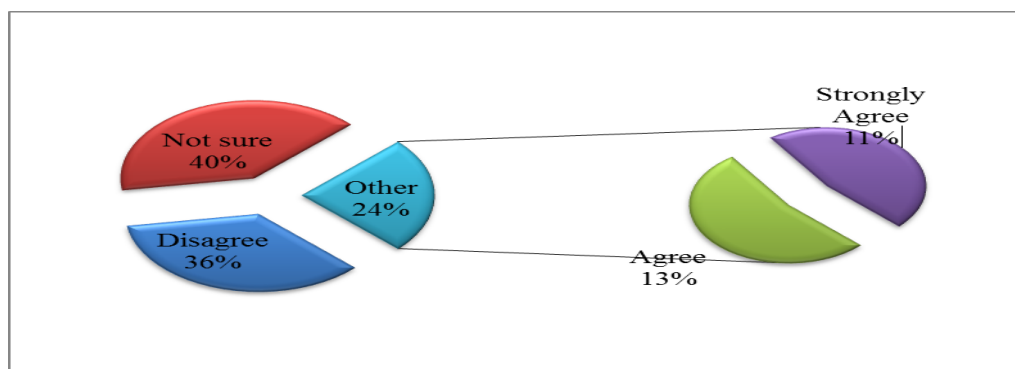
Further, some of respondents during interview argued that provision standards were clearly introduced to customers and service providers, while other respondents were not sure whether the service standards were well communicated to stakeholders, even being aware of the availability of CSC, customer rights and complaints are well addressed by the management in council. This was supported by one Administrator during interview who argued that:

The council had established complains office and planned every Friday to discuss and solve them accordingly. This method had helped to create a good relationship between clients and service provider, also top management and other employees within the council.
(Interview, Community Development Officer, BDC 21st December, 2018)

4.6.2 Commitment of top management

While the inspiration of the whole Management group is important to organisation success, there's no other group which will have more influence than the top executive members. The executive leader allocates resources, initiates programmes, assists in goal setting, and regularly provides a role model for programme supports. Figure 4.11 provides the summary of the results from respondents.

Figure 4.11 Commitment of top management on implementation



Source: Field Data, 2019

Regarding Figure 4.11, the study wanted to know whether top Management of the council was committed on the implementation of the charter. The results indicates that 36% respondents disagreed, 40% respondents were not sure about the question,

13% respondents agreed, 11% respondents strongly agreed regarding the top management commitment on implementing CSC in council. Such results portray that the management has low commitment to the implementation of the charter. The study was supported with one interviewee Senior Community Development Officer who argued that:

The charter was available to major supervisors and some of the heads of departments at District Headquarter. Therefore, in most cases employees were acting out of their knowledge without knowing the main principles they had to follow during service delivery. (Interview, Senior Community Development Officer BDC 21st December, 2018)

4.6.3 Employees Training

The study wanted to know how employees know about the existence of the CSC, when was the Charter introduced in your district, involvement of employees in the formulation / review of the Charter. It was reported that majority were not aware of the existence and when the charter was introduced in the council. The analysis of the study was supported by some administrators and senior human resources who argued that:

In most cases few employees are aware while others are not. Further, they commented that only officers are aware of the existence of the CSC document. (Interview, Senior HR, BDC 24th December, 2018).

Also, in the interview conducted, the employees were questioned whether they were involved in the preparation or formulation of the charter. Out of 62 targeted employees 47 employees were not involved except top management; 15 senior officers and senior Human resource were much familiar with the charter. This study supported by three (3) employee's human resource officers for Teachers Secondary Commission during interview they highlighted that:

In most cases the service providers use their own skills, knowledge and experiences to meet the client have needs and observe the work standards without knowing that there are guidelines they have to implement during daily activities. (Interview, HRO BDC, 24th December, 2018).

Regarding to Bagamoyo District Council directives service providers should attend or offer service to clients at right time. For all complaints at least after 7 days the clients had to get feedback. This also was supported by one employee during

interview who argued that:

Bagamoyo district tried their best to offer their service at due time as charter guided only delay may occur if the addressed issue requires the high level authority to make decision. (Interview, BDC 21st December, 2018).

Also, staff ensures enough confidentiality during service provision to clients which adversely impacts on implementation of CSC in council. This was supported by one staff who argued that:

Every employee has the obligation to comply with confidential matters during service provision because any confidential information involves legal rules which lead the individual person to be responsible due to disclosure of information. (Interview, BDC 21st December, 2018).

The Administrators and Human Resources during interview they supported and argued that:

“Facilities are a problem in the council especial financial resource, human capital/man power, information resource and other items like computers, printers and scanning machine”. (Interview, BDC 21st December, 2018).

The study supported by one officer who argued that:

It is hard to satisfy every client during service provision in the sense that clients’ needs differ from one to another, some may receive feedback at due time while other problems needs more time for discussion and decision making. Therefore, it requires much tolerance and understanding of the clients. But staff tried their best to handle issues on time frame basis as indicated in council charter. (Interview, BDC 21st December, 2018).

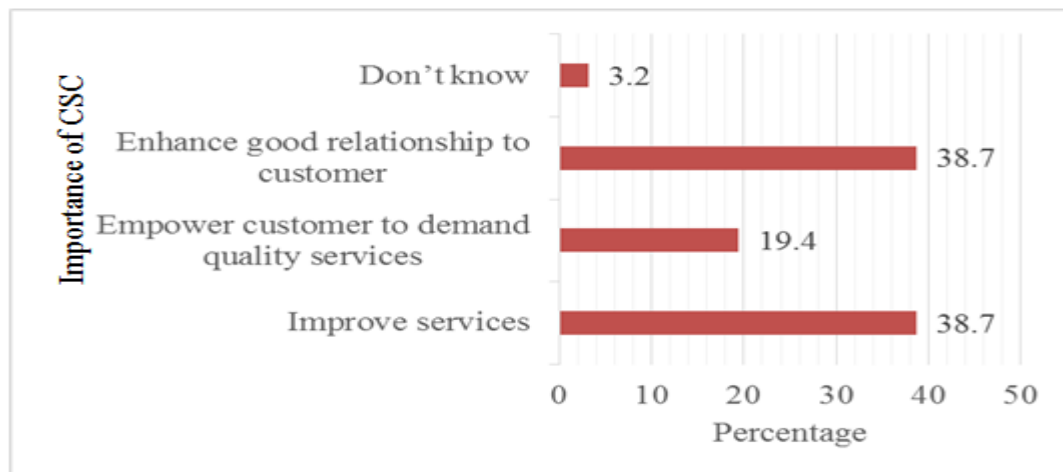
In response to that, the 15 interviewed employees were positive regarding to the question. One interviewee supported by saying:

“Complaints are inevitable during service provision” (Interview, Administrator BDC 21st December, 2018).

4.6.4. Importance of Client Service Charter in Local Authorities

The study wanted to know whether the respondents knew the importance of client service charter in local authorities. Figure 4.12 portrayed the results from the respondents.

Figure 4.12 Knowledge on the importance of the CSC



Source: Field Data, 2019

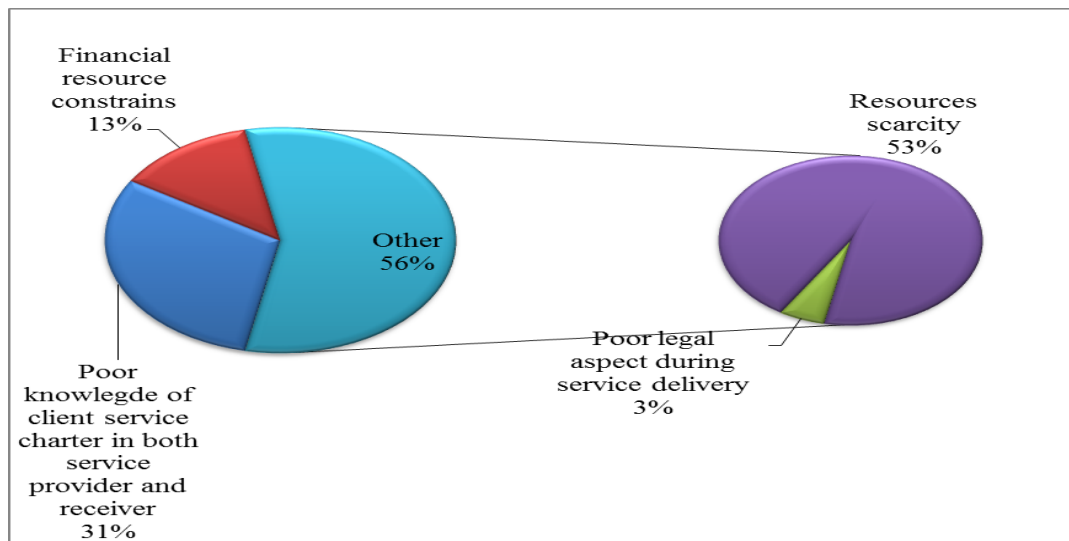
The outcomes from figure 4.12 indicates that 3.2% respondents didn't know, 38.7% respondents responded that CSC enhance relationship between officials and the customers/clients, 19.4% respondents said that it empowers customers to demand quality services, while, 38.7% respondents responded that CSC improves service provisions. On the other hand, interviewee Health Officer stated that:

CSC is very crucial in LGA's because it ensures efficiency, stands as a mirror between the clients and service providers, and CSC is important because it evaluates performance of the way services are provided and helps the management to regulate their bylaws to meet clients' expectations of getting quality services. Also, it helps to get feedback from clients since it enables them to know their rights and responsibilities. (Interview, Health Officer BDC 21st December, 2018).

4.6.5 Challenges of Implementing the Client Service Charter

The respondents were requested to mention the Challenges facing in implementing the Client Service Charter. Figure 4.13 shows the challenge of implementing the client service charter.

Figure 4.13 Challenges of Implementing the Client Service Charter



Source: Field Data, 2019

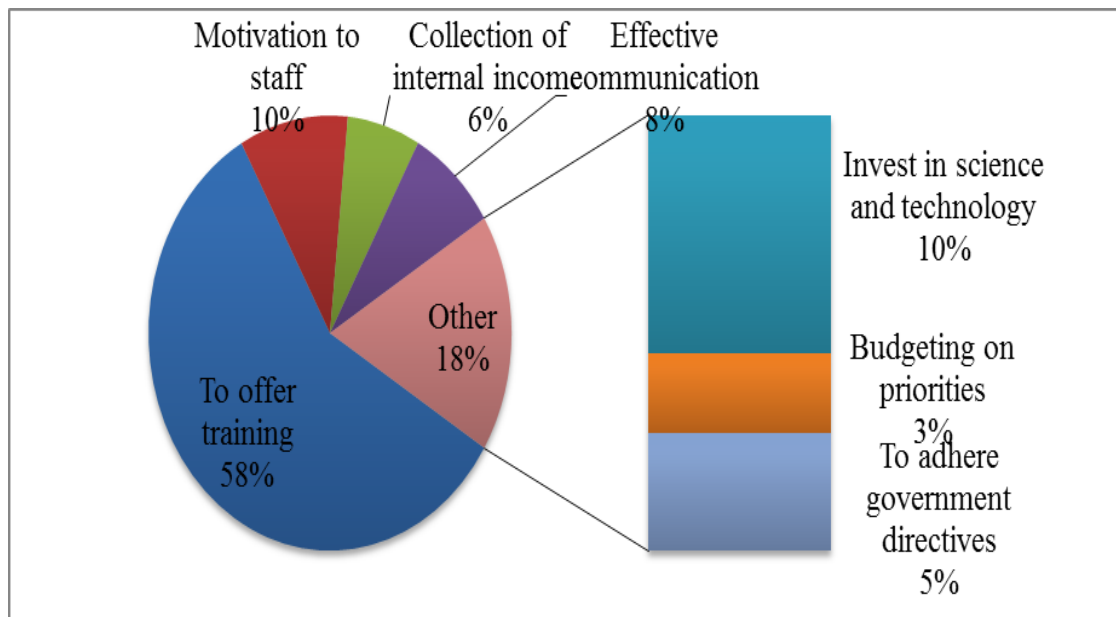
The outcomes in Figure 4.13 displays that 31% mentioned poor knowledge of client service charter in both service provider and receiver, 13% financial resources constraints, 3% poor legal aspect during service delivery, 53 % resources scarcity. The result above was supported by two senior human resources and one accountant officer who argued that;

The major challenges the district encountered are manpower shortage, resources constraints, coordination problem, and centralisation, lack of strong monitoring system and information resources. (Interview, Senior HR and Accountant officers BDC 21st December, 2018)

4.6.6 Ways to solve challenges

Training workers to deal with the daily challenges of being or work it gives them self-confidence and security that carries into their work through increased productivity, job satisfaction, increased spirit of hardworking and raising awareness. Therefore this study wanted to know ways to solve the challenges from the respondents. Figure 4.14 portrays the results.

Figure 4.14 Ways to solve challenges on the services provision



Source: Field Data, 2019

The results shows that 58.1% the majority mentioned to offer training, 10% mentioned to motivate staff, 6% mentioned collection of internal income, 8% said effective communication, 3% suggested budgeting on priorities, 5% to adhere to government directives, 10% mentioned to invest in science and technology, peer groups. Majority of the respondents lacked knowledge of CSC; they lacked awareness though they were trying to meet organisation's and clients' expectations.

4.7 Inferential analysis

Inferential analysis was performed to ascertain the actual implication of collected data and to draw judgement pertaining to the relationship of the variables in this study. Statistical significance between independent variables (organisational culture, organisational leadership, and organisational resources) and the dependent variable (ICSC = implementation of client service charter) was established using regression analysis.

4.8 Multiple Regression Analysis

The results in Table 4.12 indicate the Pearson correlation (R) of joint effect (all independent variables) on implementation of strategic plans is 0.880 at 0 .05 level of significance. This suggests that there is a statistically strong positive correlation

between all independent variables (joint effect) and implementation of Client Service Charter.

Table 4.12 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880 ^a	.774	.762	.338

a. Dependent Variable: Implementation

b. Predictors: (Constant), organisational resources, organisational leadership, organisational culture.

The model $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$ explained by $R^2 = 0.774$ indicated in Table 4.12, implies that 77.4% of the variations in implementation of CSC are affected by the independent variables (organisational culture, organisation resources, and organisational leadership) in Bagamoyo District Council. This means that other factors not studied in this research contribute about 22.6% on implementation of CSC at BDC.

Table 4.13 Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	22.627	3	7.542	66.099	.000 ^b
	Residual	6.618	58	.114		
	Total	29.246	61			

a. Dependent Variable: Implementation

b. Predictors: (Constant), Organisational Resources, Organisational Leadership, organisational culture

Also, in order to test the fitness of the linear model the null hypothesis of the study was H_0 : There is no goodness of fit of the dependent variable against the various independent variables; at significance level of 5%. The results in Table 4.13 show the Analysis of Variance (ANOVA) which indicates that the model of goodness of fit is significant at P - values = 0.000 which is less than significant level of 0.05, F = 66.099 with 58 degrees of freedom. Therefore, the null hypothesis is rejected and conclude that there is goodness of fit of dependent variable against the various independent variables at alpha = 0.05. Therefore, the model is statistically significant

to predict how the independent variables affect the dependent variable in this study, and can be concluded that collectively independent variables of this study affect implementation of CSC at BDC.

Table 4.14 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.054	0.252		4.19	0.000
Organisational Culture	0.525	0.084	0.681	6.215	0.000
Organisational Leadership	0.279	0.12	0.234	2.312	0.024
Organisational Resources	0.005	0.082	0.005	0.061	0.951

Dependent variable: Implementation

Guided by the following null hypothesis: H_0 : Organisational culture does not affect the implementation of CSC at BDC; at alpha = 0.05. The findings in Table 4.14 of combined variables revealed that $t = 6.215$ and $p\text{-value} = 0.000$ which is less than alpha = 0.05. This implies that the null hypothesis is rejected and conclude that individually organisational culture affects implementation of CSC at BDC at alpha = 0.05. Therefore, the study supports the positive effect of organisational culture on implementation of CSC at BDC.

Furthermore, the study was intended to determine how organisational leadership influences implementation of CSC in Bagamoyo District Council. This was guided by the following null hypothesis: H_0 : Organisational Leadership does not influence implementation of client service charter in Bagamoyo district council at alpha = 0.05. The findings in Table 4.14 of combined variables revealed that $t=2.312$, while $P\text{-value}= 0.024$ which is less than alpha = 0.05. This indicates that the null hypothesis is rejected and conclude that individually organisational leadership affects implementation of client service charter at Bagamoyo district council at alpha = 0.05. Therefore, the study supports the positive effect of organisational leadership on implementation of CSC at BDC.

Also, the study was intended to examine whether organisation resources influence implementation of CSC in BDC. This was guided by the following hypothesis: H_1 :

organisational resources positively influence implementation of client service charter at BDC at $\alpha = 0.05$. The findings in Table 4.14 of combined variables showed that $t = 0.061$ and $P\text{-value} = 0.951$ which is greater than $\alpha = 0.05$. This implies that an organisational resource is not so important in implementing CSC at BDC. The study supports that the effect is too small compared to other variables and that is why there is no strong evidence for statistical significance of organisational resources in explaining the implementation of CSC at Bagamoyo District Council. The established linear regression equation becomes:

$$Y = 1.054 + 0.525X_1 + 0.279X_2 + 0.005X_3 + \text{Std. Error}$$

Where

Constant = 1.054, displays that if organisational culture, organisational leadership and organisational resources = 0, then implementation of client service charter would be 1.054.

$X_1 = 0.525$, displays that one unit change in organisational culture results in 0.525 units increase in implementation of client service charter.

$X_2 = 0.279$, displays that one unit change in organisational Leadership results in 0.279 units increase in implementation of client service charter.

$X_3 = 0.005$, displays that one unit change in organisational resources results in 0.005 units increase in implementation of client service charter.

4.9 Summary

Chapter Four dealt with descriptive and inferential analysis that provided findings based on the data collected from the field. The analysis was undertaken in line with the specific objectives and hypotheses that guided this study. Also, the variables were regressed to determine whether they affect implementation of CSC individually and collectively.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.0 Introduction

The study aimed to study factors affecting implementation of client service charter in local government authorities in Tanzania, specifically Bagamoyo district council. This chapter discusses the findings of the study analysed in chapter four. Discussion of findings is based on specific objectives such as to establish whether organisational culture affects implementation of Clients Service Charter, to determine whether organisational leadership affects implementation of Clients Service Charter and to establish whether organisational resources affect implementation of Clients Service Charter. Moreover, the discussion of findings is based on a comparison of findings with other studies.

5.1 Demographic of the respondents

Age of respondents

Findings from table 4.2 showed that 46.8% which fall under 36-45 years old. This indicates that the majority of the respondents were in the active working group that enhances the execution of the CSC. The study link the research results with Mdegela's (2013) findings in her study on implementation of CSC in Local Government Authorities where she explained that involving age groups in the study helps to capture information to all age groups and that opinions and views of all age groups which are found in a study area will be captured. Basing on this, it was expected that these results would reflect the reality and the demography of Bagamoyo district council population.

Education level of respondents

Table 4.3 of the results showed that majority of respondents 74.2% had bachelor's degree holder that indicates high level of education implying a good awareness and understanding of the study. Education plays a great role in this study because

efficient and effective implementation of client service charter requires skilled and knowledgeable people.

Working experience of the respondents

Figure 4.1 of the findings portrayed that about 29% of the participants had working experience less than 5 years. This implies good awareness of the working environment. The study is supported by Ghafoor (2013) notes; employees with long services translate into valuable experience in the execution of client service charter in organisation.

5.2 Organisational culture affects implementation of CSC.

The researcher intended to know whether organisational culture affects implementation of client service charter. The study therefore investigate the communication of CSC, employees awareness on the importance of CSC, culture of team work which enhances implementation of CSC, initiatives in place for creating awareness to our clients on presence of CSC in council and whether clients are made aware of their rights and responsibilities in the council.

Table 4.7 of the findings showed that the majority of respondents 54.8% disagreed that organisational culture affect implementation of CSC. The result implies that organisational culture can be used as a tool of control and increase of productivity within the organisation if well managed. In line with these findings, Schein (1985) argued that organisational culture stands as a body of solutions to problems or difficulties which have worked consistently and been taught to new fellows as the correct way to perceive, think about and feel in relation to those problems.

The study supported by the findings from table 4.8 which indicate that about 43.5% of the respondents disagreed about communicating CSC within the organisation. This indicates challenge in communication channel. This result supported by Colley et al. (2007) who argued that effective communication with employees and customers is much more challenging in these situations, and managers should diligently assess the logic of their structures periodically to ensure their effectiveness. The results suggest that to be successful, organisations should have comprehensive policies and

strategies for communicating with their constituencies, employees and stakeholders. Awareness is important and constitutes a key component for successful implementation of the perceived activities. Effective communication requires a well-thought-out plan that delivers a compelling message consistently and repetitively to gain and then sustain the understanding and hopefully enthusiastic support of the external constituencies (Colley et al., 2007).

Furthermore, figure 4.2 of the findings reveals that the majority about 48% disagreed about the culture of teamwork in the district council. Extra effort has to be done in order to inspire majority to see the importance of working in team in so as to facilitate organisational performance. In line with these results, (Grönroos, 2007), argued that if an organisation has a strong service culture, it will grow employees' confidence and positive attitudes towards giving service to their customers. Personal relationship between service providers and clients may influence employee service attitudes which in turn impact customer perceived service quality delivery (Gounaris et al., 2003). The reason is because personal relationship between service provider and customer could increase authentic understanding and avoid unhelpful behaviour between service providers and clients (Bitner et al., 1994; Prince et al., 1995).

The effective team leaders build key relationship with people internally and externally (Wiley & Sons, 2006). Therefore, treasured interpersonal relationship can impact organisational outcomes by growing institutional participation, establish supportive and innovative climates, increasing institutional productivity and indirectly reducing the intent to turnover (Berman et al., 2002; Crabtree, 2004; Ellingwood, 2004; Song and Olshfski, 2008).

Findings in figure 4.3 reveals that 33% of the respondents disagreed that Organisation had culture of motivating employees who were forefront in implementing client's service charter. Along with the findings, Osabiya (2015) also argued that the motivating force within employees by which they attempt to attain specific goals and objectives in order to achieve some needs or expectations" in achieving sustained maximum levels of performance is usually the purpose of every organisation. In other words, high attention should be given to approaches of

motivating persons in order to achieve the wanted goals. All motivation theories tend to support the idea that a motivated worker/employee willingly uses his ability and knowledge in a constructive way to accomplish the responsibilities assigned to him. Stephen, (2014) argued that a motivated employee's work attitude is wholesome and tends toward high performance and productivity. This result implies that the council has to motivate its employees for successful implementation or execution of client service charter and quality service delivery.

Therefore, Pinder (1998), who defines motivation as internal and external forces that influence or initiate people to behave in certain ways regarding work-related behavior, determining its form, direction which mean what a person is trying to do, time or persistence mean how long a person keeps on trying and intensity or efforts mean how hard a person is trying to do, with reason to accomplish the organisation desired goals. Thus, motivation is a goal directed drive, and it seldom occurs in a void. The good performance that employers look for in individuals rests on ability, motivation, and the support individuals receive from the organisation (Robert et al., 1999).

5.3 Organisational leadership affects implementation of CSC.

The researcher aimed to study whether organisational leadership influence implementation of client service charter where mostly the study focused on bureaucratic leadership style, participatory leadership style and transformational leadership style. Findings in table 4.9 revealed that, the majorities 61.3% were not sure about leadership in implementing the CSC, this indicates that they lack awareness and involvement in decision matter is very poor. In line with these findings Aarons et al. (2015) argued that good client services starts with great leadership, hence leadership enables processes which are most important in fostering CSC implementation including work attitudes, positive employees, supportive work group and commitment to organisational quality service delivery. The result implies that organisational leadership is an essential component which needs to influence employees on how implementation of the charter is important to both service provider and service receiver.

Furthermore figure 4.4 the findings revealed that 54.8% agreed that bureaucratic leadership style affect implementation of CSC. According to research results, it can be summarised that various leadership styles such as Bureaucratic style negatively affect implementation of CSC. Along with this study results the researcher link these findings by showing that this type of leadership is only advantageous in dangerous types of job where safety is paramount and standards, rules are expected to be followed exactly to ensure accuracy (Kellerman, 2003). Also, Sorensen and Yukongdi (2010) argued that bureaucracy affects both implementation and performance of the workers in an organisation because it has substantial impact on job satisfaction. Weber suggested that ‘the significant purpose for the advance of bureaucratic organisation has constantly been its purely technical superiority over any other form of organisation’. The description of tasks and responsibilities within the configuration of management gave rise to a perpetual administration and standardisation of work procedures notwithstanding changes in the actual holders of office (Mullins, 2005).

According to the respondent’s responses on figure 4.5 the findings indicates that majority of the staff showed that top leaders do not encourage and support implementation of CSC at council by 46.8% hence participatory style of leadership not applicable. The researcher links this study with that of Aarons et al.(2015), who argued that even though strategic decisions about implementing CSC was normally made by upper level leaders, the success of implementation struggles was driven by the service providers who deliver the actual services. Effective strategic implementation within organisation requires teamwork leaders to be proactive and generous in sharing their knowledge, offering support direct to service providers for CSC implementation while managing resistance to change and communicating the importance of the change being implemented (Aarons et al., 2015). Transformational leadership is the leader who through personal vision and energy motivates followers and exercises a major impact on their organisation (Gupta, 2009).

The results from Figure 4.6 indicate out of 62 respondents, about 53.2% disagreed on the employee’s involvement in developing and implementing the CSC. The findings concluded that leaders in local authorities with particular reference to Bagamoyo

District Council do not involve employees in developing and implementing the CSC. Therefore, empowerment building cultures of strong people and pure leadership may decrease stress and build more successful organisation (Want, 2003; Caitlin and Mathew 2002; Casley, 1992).

5.4 Organisational resources affect implementation of client service charter.

The study intended to know whether an organisation resource affects the implementation of client service charter. The study focused on human resources, financial resources and informational resources. Table 4.10 indicates that 59.6% respondents disagreed that organisational resources affect implementation of the charter. The scarcity of organisational resources leads the organisation to unsuccessful goals, which affects the performance of the entire district. In line of these findings, Barney (1991) further argues that to have the potential to create or generate successful implementation of client service charter of an organisation, resources must have four characteristics such as: (a) it must be valuable in sense that it derive benefit opportunities and neutralises threats in an organisation atmosphere, (b) it must be rare among an organization's current and potential competition, (c) it must be imperfectly imitable, and (d) there cannot be tactically equivalent replacements for this resource that are valuable but neither rare or imperfectly imitable.

Findings from figure 4.7 revealed that 79.1% of the total respondents disagreed on employees' training on the importance of CSC for quality service delivery. It is clear that local authorities for effective implementation of CSC, employees require to be imparted with knowledge, skills and attitudes for quality service delivery but it seems that in the Council employee training was not a priority which led to poor service delivery. The employees required concentrated training about the strategies and policies towards implementation of the charter and consequently, on how to maximize the utilisation of the existing staff. This result implies that the council should employ some particular resources to train its employees and even encourage the workers to go and pursue courses on their own, which would be beneficial and advantageous to the implementation of the charter. In line with the results, the study

links with the past scholars that training can be conducted internally by using special programmes/structure and externally through courses (Malcom & Lesly, 1992).

In the world where knowledge, skills, attitudes and communication with customers have gained increasing importance, human capital, which displays the volume of knowledge, technical skills, creativity, and experience of the organisation, gains great importance, thus work force is considered as productive asset not costly asset (Hendricks, 2002). In line with these findings, it has been argued that simply client satisfaction is when the result of the service matches the expectations of the provision (Looy et al., 2003).

Figure 4.8 portrays that 57% of the total respondents disagreed concerning the fund availability and budget for implementing the CSC in the council. In regard with these results, the study concluded that financial resource play a countless roles as it assist the organisation in running the daily operations and it used flexibly in the organisation while physical and intellectual resources are comparatively inflexible in which they directly connected with the organisation operations and the achievement of organisational goals than financial resources. Therefore, when the organisations experience financial shortage definitely the implementation of strategies also becomes unsuccessfully. Along with this study the researcher link with (Bozeman and Straussman 1990), argued that while financial resources are the proportion of the amount of spending authority from offsetting collections in the total amount of budgetary resources assists in running daily basis such as buying equipments, advertising salary and training payments. Financial resources used flexibly in the organisation to purchase or procure equipment, pay workers, and buy advertising; physical resources are relatively inflexible in which they are more directly connected with the organisation operation and the achievement of organisational goals than financial resources (Fry et al., 2004).

Figure 4.9 from the finding presentation showed that 43.5% respondents disagreed about the client service charter if well communicated to all stakeholders. In respect to the results, Berlo (1960) argued that the main objective of interaction is the merger of self and other, a complete ability and capability to anticipate, predict, and behave in

accordance with the joint needs of self and other. The result of the study indicates poor communication of the CSC to all stakeholders; thus, the need for improvement of communication strategies and flow of information about the CSC to all stakeholders. The document being circulated and communicated to stakeholders is important for creation of awareness and uptake of the key messages for successful implementation of the CSC.

According to Kelly (2009), Information Resource helps leaders evaluate and exploit their information resources for organisational expansion. Information resources may be discovered mainly by focusing on facts, information, knowledge and wisdom. Data is considered with raw facts while information is the summarisation of data. Knowledge is the thoughtful, mindfulness or familiarity learned through education or experience. Knowledge alongside with experience and intellectual abilities comprises wisdom and unlike other information resources, this can only be found in people. Communicating the CSC stands as paramount for success during implementation and uptake to all stakeholders.

5.5 Implementation of Client Service Charter

The researcher aimed to know whether the employees in the district council receive timely training which can enhance the uses of client service charter. Findings show that the majority of the respondents claimed that government employees in the district do not receive timely training on the charter. Table 4.11 portrayed that the majority of the workers 69.3% were not sure about the implementation of the Charter in council. In line with the findings, it has been argued that Client Service Charter intends to empower clients and change the culture of public service delivery in order to focus on the needs of clients McGuire, (2002).

Therefore, the study suggests for the successful CSC implementation, the district has to empower customers and create accountability for performance. Designing and implementing a customer service charter is quite a challenge, it requires an organisation not only to change the way that it interfaces with the public, but also it should transform its internal techniques and organisational culture in such ways that are consistent in publicly specified service delivery standards (Post & Agarwa, 2008).

Moreover, figure 4.10 indicates that 50% of the respondents agreed that employee's awareness is quite an important aspect in implementing a client service charter. According to Thomas and Grindle (1990), awareness on CSC is very important because citizens like to use the attained knowledge to demand accountability in agreement with the prescriptions of the charter. In respect to the findings the study suggests that awareness on CSC is very important as the citizen will be likely to use the acquired knowledge to demand accountability consonant with the prescriptions of the charter hence quality of service delivery to both service provider and service receiver. Rothstein (2000) indicated that employee's awareness of the CSC is connected to the critical achievement factor of implementing the Charter as it permits people to read and derive an exact meaning from different government documents.

Regarding figure 4.11 of the findings, the study wanted to know whether top management of the council was committed on the implementation of the charter. The findings indicate that 40% of respondents were not sure about it. The findings are in line with studies (from past of Scholar) Lorange (1998) who argued that the Chief Executive Officer (CEO) and top management of the organisation must emphasize several interfaces within the organisation. The most significant challenge in effective strategy implementation is to ensure workers buy-in and directing their skills, capabilities, and business knowledge focusing the new introduced strategy.

Basing on employees training, descriptive analysis on employees training revealed that majority of the respondents were not aware of the existence and when the charter was introduced in the district council. Gronroos, (2000) argued that service employees need training in communicating skills which are heavily intertwined with practical skills that ensure them to deliver "caring, responsive, courteous and empathetic service. Interactive skills of training provided for workers, especially customer contact employees and support workers with specific skills as far as communication assignments are concerned. Cole (2004), suggested that human resources are the most energetic and dynamic of all the organisation's resources and they need substantial attention from the organisations managements. If the human resources are to realise their full potential in their work; training must be planned in

such a way that it will include either the changing or improving of experience, social behavior, attitudes, skills and knowledge.

5.6 Importance of client service charter in local authorities

The study also intended to understand whether the respondents knew the importance of client service charter in local authorities. Figure 4.12 of the findings indicate that 38.7% of respondents showed that, CSC enhances relationship between officials and at the same time with similar percentages it improves service provisions. The findings above are in line with Bardach (1977), who observed that if charters are implemented carefully by observing criteria and guidelines the results could be marvelous. These findings suggested that client service charter enables the council to improve various ways of delivering services and provides a chance for the district to evaluate the relationship between service provider and service receiver.

Along with this study, (Parrado et al. 2007), identified the following benefits of CSC in organisation. It helps public organisations to meet client's expectations, thus enhances the service provider to render excellent services to their customers and to the entire public, hence ensure that the government public prospects are sufficiently met. It aids the public organisations evaluate the performance. As a dynamic tool, CSC enables close follow-up and implementation of the organisational plans. Also, it helps executives and administrators to comprehend whether strategic objectives are being met. It provides a room for consultations with clients by providing an opportunity for clients to interact with the management and provides a high quality blueprint for bringing about educational change. Client service charter makes public organisations more transparent, open and trustworthy. Hopeniene (2004) argued that job satisfaction leads to a happy work life and paves the way for career development as well as improving excellence service delivery. Onstroff (1992) showed that job fulfillment is a subjective indicator that shows how content an employee feels while carrying out his/her duties. He also concluded that job fulfillment or satisfaction is a significant factor in service delivery.

5.7 Challenges of implementing the client service charter

The descriptive analysis point out the challenges faced during implementation of the charter such as financial resources constraints, poor legal aspects during service delivery and resources scarcity. However, Lufunyo, (2013), the results indicated that implementation of Public service reform like the CSC reform faced many challenges such as; low public awareness on the reforms, inadequate facilities such as offices and equipment, reluctant mind set to some employees to accept changes, poor working environment and conditions of service to public servants, staff unpreparedness to the reforms, delaying allocation of resources to implement projects, insufficient staffing levels in health and education, lack of ownership of reforms by some stakeholders due to poor participation, lack of political will and commitment on reforms from some top leadership positions, corruption and greed behaviours to some public employees, weak legal frameworks to address corruption and poor customer focus culture to some public employees.

5.8 Ways to solve challenges on the services provision.

Figure 4.15 displays means of solving challenges on the services provisions. The descriptive analysis of the respondents were as follows, to offer training, to motivate staff, collection of internal incomes, effective communication, budgeting on priorities, to adhere to government directives, invest in science and technology and peer groups. Therefore, the study concurred with the respondents that they need training on CSC, motivate staff, effective communication with the Central Authority in order to offer adequate service at due time. In line with these results, Kondalkar (2007) argues that the organisation must educate workers, trained them and made party of change. Efficient communication, educating employees about the charter, participation and active involvement is most essential requirements for enhancing implementation of CSC. By doing so the organisation manages to handle employee's feelings and building them psychologically ready to implement change that will ultimately improve their work. To solve the existing challenges the organisation has to make the decision because you don't need to do it and then have to bring individuals back (Alexandria, 2008).

CHAPTER SIX

SUMMARY, CONCLUSION AND POLICY IMPLICATIONS

6.0 Introduction

The aim of this study was to examine factors affecting implementation of client service charter in local authorities. Specifically, it intended to establish whether organisational culture affects implementation of Clients Service Charter, determine whether organisational leadership affect implementation of Clients Service Charter and to establish whether organisational resources affect implementation of Clients Service Charter.

6.1 Summary of the Findings

The first objective was to establish whether organisational culture affects implementation of client service charter in BDC. The finding indicated that for successful implementation of CSC the council should have a strong culture in terms of communication, team work and motivation to its employees. Also, strong organisational culture has the supremacy power to turn workers into advocates thus individuals may contribute to the organisation's culture and promote and live it internally and externally. The district council has to create a culture which offers a sense of achievement, improving performance and enhance employee, clients and group successes that give credit at due time. Moreover, effective organisational culture brings together individuals and keeps them aligned, clear culture gather behind different perspectives with common purpose. Culture in any organisation pinpoint down expectations on how people behave, how they work together and how healthy they function as a team. Culture impacts performance and wellbeing of service providers and clients, a strong culture addresses both of these areas by finding a suitable balance based on organizational values. Therefore, supportive managing behaviours, flexible working choices and an open culture that permits workers to be a voice for the organisation and in shaping the working atmosphere are of paramount importance. To facilitate the operation of the client service charter, Bagamoyo council has to improve its organisational culture.

The second objective was to determine whether organisational leadership affects implementation of the Clients Service Charter. After performing a regression analysis it was found that leadership styles have positive effect in the implementation of the CSC at the council. In reaching strategic goal leaders have to develop and improve the following: leaders should support employees intensively and consider implementation of the charter which is more significant to accomplish the government planned goal and to provide quality service to clients. Also, organization leadership especially top management is probably the most critical element in any organisation. It was observed that leaders have to increase supportive hands to employees in order to explore the charter guidelines. Executive leaders should be example leaders in implementing the charter, their responsibility should be institutionalised throughout the management system, sharing the obligation of creating and articulating the new vision for implementation of the charter in the district council. Open communication, sharing objectives, collaborating, and listening (decision making in teams) were most correlated to success in implementation of the CSC. Therefore, executive leaders need to demonstrate visible and reliable support for implementation of the charter.

The third objective was to establish whether organisational resources affect implementation of the Clients Service Charter. In regression analysis results summarised that organisational resources has positive effect but the effect is not significant in implementation of CSC because the effect is too small compared to other variables hence, no strong evidence for statistical significance of organisational resources in explaining the implementation of CSC in Bagamoyo. This result is due to lack of intensive training to employees, lack of awareness about the existence of the charter. Training and development facilitate gaining of job associated knowledge, skills, creativity, and behaviour by employees which improve employee's ability to meet various challenges of implementing the existing document. Therefore, for quality service delivery the district requires intensive training for all employees in the work standards, methods and often other skills that ensure quality service at the council. In doing so, workers are motivated and encouraged to stay with the organisation and work towards advancement. It is through training that service

providers understand how to work effectively in team to contribute to product and service quality to ensure that the organisational culture emphasises innovation, creativity and learning.

6.2 Conclusion

The Client service charter is significant and an important reform tool for addressing the challenges of service delivery among LGAs such as shortage of funds and low public awareness on the charters and its objectives. The study concluded that statistically there is a strong positive correlation between all independent variables and implementation of CSC (organisational culture, organisational leadership and organisational resources) which affects implementation of the CSC by 77.4% while other factors not studied in this research contribute about 22.6% on the implementation of the charter. In respect to the organisational culture, it affects implementation of the charter by 52.5% at alpha 0.05. The study revealed that the Bagamoyo district council needs to invest in staff consultations, staff training, peer groups, legal aspects and on staff access to copies of the charter so as to increase the awareness of the service charter among the employees and clients.

In addition, staff should be motivated by providing them with effective communication by the Central Authority in order to offer adequate service, availability of resources such as monetary resources and material resources which enable implementation of the strategies of the service charter. Moreover, the organisational leadership affects implementation of the Client service charter by 27.9% at alpha = 0.05; hence the district needs to improve on the employee participatory in decision making, to improve processes and procedures on the improvement of the management information system at the organisation. Moreover, organisational resources have positive effect but the effect is not significant in implementation of CSC at BDC.

6.3 Recommendations

Based on the research results of this study, the researcher recommends that Bagamoyo district council should perform the following: conduct an intensive staff

training on the service charter implementation; carry out employees consultations or workshops on the items of the service charter which requires adjustment, make copies of the service charter available to staff, departments and units in order to promote awareness of the charter in organisation. Also, it has to adopt the culture of improving methods and techniques in order to advance service charter delivery; and should constantly improve the managing information systems at the organisation since it is a key strategy in implementation of the service charter. There should be commitment of the executives, heads of departments and supervisor to engaging other employees in charter review and decision making.

6.4 Policy Implications

The study encourages that policies and bylaws, should be improved so as to enforce the implementation of the Client Service Charter in Local Government Authorities. It is better for the reform policies to enforce the service providers to use the CSC as they have been using OPRAS or other tools in their action plans. The policy should not make the service providers just to prepare a booklet of CSC and then put it on office shelves but it is better to develop bylaws that will ensure that every employee in Public Organisation provides services under the CSC objectives.

6.5 Suggestions for Further Studies

The study was confined to Bagamoyo District Council and limited in scope due to shortage of time frame that was set for the study. Hence, the findings might not be easily generalized and be taken to be applying in other District Councils in Tanzania. Thus, for more comprehensive information and better picture regarding the problem tackled in this study, further studies are suggested as follows:

1. Further studies be undertaken on impacts of employee's intensive training towards implementation of the CSC.
2. Further studies be carried out on the influence of political powers in implementation of the service charter in Bagamoyo district council or any other places.

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APPENDICES

LETTER OF TRANSMITTAL

RE: PARTICIPATION IN RESEARCH

I, Theresia Raphael a student of Mzumbe University pursuing a master's degree of Science in Human Resource Management, I purposely select you as stakeholder of Local Authority to interview with related information connected to the study I'm piloting with the title "FACTORS AFFECTING IMPLEMENTATION OF CLIENT SERVICE CHARTER IN LOCAL AUTHORITIES A CASE OF BAGAMOYO DISTRICT COUNCIL". For the partial fulfilment of the requirement of awarding a master's degree of Science in Human Resource Management.

This is to request you to kindly answer in these questionnaires by responding to the questions concerning the culture and behaviour, adherence to leadership styles, organisational resources and client service charter implementation strategies in the organisation. The information/data collected will be used for this academic research only and please adhere to the instruction in answering, your comments will be treated with confidentiality.

Your contribution is important for the accomplishment of this project and I greatly appreciate your participation. Thanking you in advance.

Sincerely yours,

Theresia Raphael

APPENDIX II

QUESTIONNAIRE FOR BAGAMOYO DISTRICT STAFF

PART ONE: Background Information

1. Department... ..

2. Designation.....

3. Gender: Tick on the appropriate box

Male [] Female []

2. Age: Tick on the appropriate box

18-25 [] 26-35 [] 36-45 [] 46-55 [] 56 and above []

3. Educational Level: Tick on the appropriate box

Primary level [] Secondary level [] Certificate [] Diploma [] Degree
[] others []

4. Working experience: Tick on the appropriate box

Below 5 years [] 5-9 years [] 10 -14 years [] 15 - 19 years [] 20 and above []

PART TWO: Implementation of Client Service Charter

5= strongly agree, 4 = Agree, 3 =Not sure, 2 = Disagree, 1 = strongly disagree

Please tick the appropriate box.

		5	4	3	2	1
1	Bagamoyo District Council has CSC.					
2	Service Standards are clearly commutated to clients and service providers					
3	Employees and clients are aware of the availability of CSC.					
4	Customer rights and complaints are well addressed by the mgmt. of our council					
5	Customers responsibility are well communicated to clients and service providers					
6	the top management of the council is committed on the implementation of CSC					
7	The Council has widely promoted its CSC document					

On the following statements kindly recycles the correct answer according to your understanding

- (ii) How did you know about the existence of CSC?
- (a) Through copies of the Charter in the Council
 - (b) Through any Municipality Staff
 - (c) Through print Media (flier and cartoons)
 - (d) Through news

- (e) Through friends and family
- (f) Through website of the District
- (g) Other (Specify) _____

iii. When was the Charter introduced in your district?

- (a) 2years ago (b) 4years ago (c) I don't know (d) Others
(Specify)

iv. Were you involved in the formulation / review of the Charter? Please tick the appropriate box

- (a) Yes () (b) No ()

v. Have you ever read the CSC document of Bagamoyo District Council?

- (a) Yes () (b) No ()

vi. If you have answered YES Question (v) above, do you find the language used is easy and simple to read and understand?

- (a) Yes () (b) No ()

vii. In your own opinion what do you think was the reason for introducing CSC in the Bagamoyo District Council? (Recycles the correct answer)

- (a) To improve Service Provision
- (b) Empower Customers to demand quality Services
- (c) Enhance good relationship between officials and the Customers
- (d) I don't know
- (e) Others. (Specify)_____

Viii. Has the District Council promoted CSC document?

Yes () No () I don't know ()

PART THREE: Organisational culture

i) To establish whether organisational culture affect implementation of Clients Service Charter at Bagamoyo District Council

5= strongly agree, 4 = Agree, 3 =Not sure, 2 = Disagree, 1 = strongly disagree.

Please tick the appropriate box.

		5	4	3	2	1
1.	CSC is well communicated within and outside of our organisation					
2.	Employees are aware of the importance of CSC in our council.					
4.	We culture of team work which in enhance implementation of CSC					
5.	We have culture motivating employees who are forefront in implementing our CSC					
6.	There is no resistance to change towards implementing our CSC at our council					
7.	There some initiatives in place for creating awareness to our clients on the presence of CSC in our council					
8.	Clients are made aware of their rights and responsibilities in our council					

PART FOUR: Organisational Leadership

ii) To establish whether organisational leadership affect implementation of Clients Service Charter in Bagamoyo District Council.

5= strongly agree, 4 = Agree, 3 =Not sure, 2 = Disagree, 1 = strongly disagree

Please tick the appropriate box.

		5	4	3	2	1
1.	Leadership Styles affect Implementation of CSC at our council					
2.	Top leaders encourage and support implementation initiatives of CSC in our council					
3.	Our DED and HoDs participate with employees in making decisions that influence implementation of CSC					
4.	Bureaucratic Leadership negatively affect implementation of CSC in our council.					
5.	HoDs and other supervisors support implementation of CSC in our council					
6.	Employees are empowered on the need to implement CSC in our council					
7.	Leaders involve employees in developing and implementation of CSC					

PART FIVE: Organisational Resources

iii) To establish whether organisational resources affect implementation of Clients Service Charter in Bagamoyo District Council

5= strongly agree, 4 = Agree, 3 =Not sure, 2 = Disagree, 1 = strongly disagree

Please tick the appropriate box.

		5	4	3	2	1
1	Employees are well trained on the importance of CSC for quality service delivery					
2	Employees are well trained on customer services					
3	SCS has improved customer satisfaction in our council					
4	The fund is available for implementing CSC activities in our council					
5	There is always a budget for implementing CSC in our council					
5	Our CSC is well communicated to all stakeholders of our council.					
6	The document is well circulated and communicated to our stakeholders					

APPENDIX III

INTERVIEW GUIDE FOR ADMINISTRATORS AND HUMAN RESOURCES

1. Are the employees aware of the existence of client service charter?
2. Does your Organisation provide service on time as stated in the Client Service Charter?
3. How long taking you to solve the problems of your clients?
4. Do your staffs provide enough confidentiality during service provision to clients?
5. Does CSC objective get quickly implemented at Bagamoyo District Council?
6. Do you have adequate working facilities for implementing the client service charter?
7. Do you motivate staffs in implementing the client service charter?
8. Are clients satisfied with the implementation of client service charter?
9. Do you get complains from clients on the services rendered by your organisation?
10. What is the importance of Client service Charter in Local Authorities?
11. What are the Challenges facing the Bagamoyo District Council in Implementing the Client Service Charter?
12. What are the ways do you use for solving challenges encountered in implementing the client service charter in your Organisation?

APPENDIX IV

QUESTIONNAIRE FOR EMPLOYEES

Mimi ni Mwanafunzi wa Shahadaya Uzamilikatika Chuo Kikuu cha Mzumbe katika kozi ya Sayansi ya Menejimenti ya Rasilimali Watu. Nimekuchagua wewe kukupa dodoso hili la maswali ukiwa kama mdau muhimu wa Mamlaka za Serikali za mitaa ili kupata taarifa stahiki katika utafitiwangu wa “VIPENGELE VINAVYOATHIRI UTEKELEZAJI WA MKATABA WA HUDUMA KWA MTEJA KATIKA SERIKALI ZA MITAA”. Kwaajili ya kukidhi vigezo vya kutunukiwa shahada ya uzamili ya Sayansi ya Rasilimali Watu.

Tafadhali fuata maelekezo yaliyotolewa katika kujibu maswali haya na kumbuka mawazo yako yatatunzwa kwa usiri mkubwa.

Wako Mwaminifu

Theresia Raphael.

TAARIFA MUHIMU

1. Jinsia: Me ☐ Ke ☐

2. Umri: Miaka 18-25 ☐ 26-35 ☐ 36-45 ☐ 46-55 ☐ 56 na zaidi ☐

3. Elimu: Msingi ☐ Sekondari ☐ Cheti ☐ Stashada ☐ Shahada ☐ Uzamili na zaidi ☐

4. Je, Unafahamu chochote kuhusu mkataba wa huduma kwa wateja?

Ndiyo ☐ Hapana ☐ Kiasi ☐ Sijui ☐

5. Je, Mtumishi wa umma ofisini anatunza siri za wateja pale anapopata taarifa Fulani kuhusu mteja wake?

Ndiyo ☐ Hapana ☐ Kiasi ☐ Sijui ☐

6. Je, Malengo ya Mkataba kwa huduma kwa mteja yanafikiwa katika Halmashauri ya wilaya ya Bagamoyo?

Ndiyo [] Hapana [] Kiasi [] Sijui []

5. Unapata huduma kwa wakati kama inavyosomeka katika mkataba wa huduma kwa wateja?

Ndiyo [] Hapana [] Kiasi [] Sijui []

6. Unafurahishwa na jinsi mkataba wa huduma kwa wateja unavyotekelezwa katika Ofisi za Halmashauri ya Wilaya Bagamoyo?

Ndiyo [] Hapana [] Kiasi [] Sijui []

7. Watumishi katika Wilaya ya Bagamoyo wanafuata maadili ya kazi wakati wakutoa huduma? Ndiyo [] Hapana [] Kiasi [] Sijui []

8. Ina chukua muda gani Ofisi kushughulikia malalamiko yako?

Siku 1-7 [] siku 7-14 [] mwezi [] miezi 6 [] mwaka [] zaidi ya mwaka []

10. Unafikiri Mkataba wa huduma kwa wateja una umhimu gani kwa Serikali za Mitaa?Taja

.....
.....

11. Unafikiri ni changamoto zipi zinajitokeza katika utekelezaji wa Mkataba wa Huduma kwa Mteja

.....
.....

13. Nini kifanyike kuhakikisha kwamba wafanyakazi katika Halmashauri ya Wilaya ya Bagamoyo wanatoa huduma bora na inayokidhi mahitaji ya wateja wao?.....

.....