

**COMMUNICATION, ACCOUNTABILITY AND QUALITY SERVICE DELIVERY IN  
LOCAL GOVERNMENTS IN TESO SUB REGION**

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**REG NO: BU/GS21/MBA/5**

**A DISSERTATION SUBMITTED TO THE DIRECTORATE OF GRADUATE STUDIES,  
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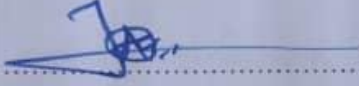
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### DECLARATION

I Alungat Celine Mercy do declare that this dissertation is my original work and it has not been submitted to this University or to any other institution for partial fulfilment for any award. Due acknowledgement has been made to other scholars' work.

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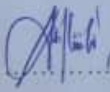
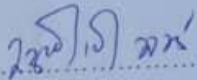
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### APPROVAL

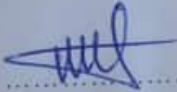
This is to certify that this Research dissertation titled; Communication, Accountability and Quality Service Delivery in district local governments in Teso sub-region has been written under our supervision as university supervisors.

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## **DEDICATION**

I dedicate this research dissertation to God Almighty for His Grace that enabled me succeed and to my family who have always been there for me in my journey of life, May the Almighty God bless you abundantly. And to my colleagues in the academic struggle as well as the Busitema fraternity.

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## **LIST OF ACRONYMS**

|              |                                                        |
|--------------|--------------------------------------------------------|
| <b>QSD:</b>  | Quality Service Delivery                               |
| <b>UBOS:</b> | Uganda Bureau of Statistics                            |
| <b>OECD:</b> | Organisation for Economic Co-operation and Development |
| <b>LGs:</b>  | Local Governments                                      |
| <b>CAO:</b>  | Chief Administrative Officer                           |
| <b>SAS:</b>  | Senior Assistant Secretary                             |
| <b>CDO:</b>  | Community Development Officer                          |
| <b>LC3:</b>  | Local Council 3 (Chairperson)                          |
| <b>CVI:</b>  | Content Validity Index                                 |
| <b>SPSS:</b> | Statistical Package for Social Sciences                |

## **ABSTRACT**

The purpose of the study was to examine the relationship between communication, accountability and quality service delivery among local governments in six selected districts in Teso sub region. Specifically, the study assessed the relation between communication and quality service delivery, communication and accountability, accountability and quality service delivery, and the mediating role of accountability in the relationship between communication and quality service delivery. The study used a cross-sectional research design with a quantitative approach. A population of 103 local governments which included districts local governments, a city, town councils, and sub counties were considered. A sample of 80 local governments was derived based on the guidelines of Kregcie and Morgan (1970). Data was collected using a structured questionnaire. Out of 80 local governments, 65 participated in the study giving a response rate of 82.3%. The findings indicate that accountability mediated the relationship between communication and quality service delivery accounting for 50.6% while the direct effect of communication on quality service delivery accounted for 49.4%. Based on these findings the study concluded that accountability is the mechanism through which communication influences quality service delivery in local governments in Teso sub region. The study has limited ability to track changes over time thus longitudinal suggestion, Self-reported response and researchers encourages citizen satisfaction surveys and geographical limitation which the researcher recommends research in other regions. The study recommends the integration of communication and accountability as a vital tool for enhancing quality of service delivery.



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

This chapter provides the study's background, problem statement, purpose, objectives, hypotheses, scope, conceptual framework and significance of the study, while also identifying key knowledge gaps.

#### **1.1 Background**

Quality service delivery (QSD) in the public sector is essential for fostering citizen satisfaction, trust, and inclusive governance (Abili et al., 2012; Dick-Sagoe et al., 2021; Karusigarira et al., 2024). Quality service delivery not only fosters public trust but also indicates effective utilization of public resources (Khan, 2021). It entails delivering services reliably, responsively, and empathetically, while instilling assurance through professionalism and competence (Parasuraman et al., 1988). Quality service delivery is measured through dimensions such as responsiveness (promptness in service provision), reliability (consistency and accuracy), empathy (personalized attention and care), and assurance (confidence inspired by knowledgeable and courteous staff). However, public service delivery across the globe especially in developing countries continues to fall short of these benchmarks. Despite their critical role, local governments around the world, particularly in developing countries, continue to face profound challenges in delivering high-quality services.

Globally, A World Bank (2023) review of over 60 developing countries found that more than 55% of local governments failed to meet reliability and responsiveness benchmarks in service provision, with most delays attributed to poor infrastructure, weak coordination, and under-resourced

institutions. Similarly, the Organisation for Economic Co-operation and Development (2020) reported that over 30% of municipal services in Europe are delivered inefficiently, were not able to respond to requests in time, and had a lot of bureaucratic barriers. Also, in the Philippines, 64% of citizens felt that there were delayed while in Vietnam 60% of citizens rated local government officials as not empathetic and trustworthy (Nankamba & Mwanaumo, 2025). In Indonesia, despite efforts toward decentralization, citizen satisfaction with municipal health and education services averaged only 52% on national surveys, with weak assurance and inconsistent reliability identified through independent audits (World-Bank, 2023).

In Africa, quality service delivery remains a persistent and multifaceted challenge. Recent studies reveal widespread challenges in public service delivery across Africa, particularly in healthcare, education, infrastructure and governance. A 2022 Afro barometer survey in Ghana found that 45% of citizens faced difficulties accessing healthcare and 49% struggled to obtain identity documents. A 2021 benchmarking study across 30 Sub-Saharan African countries reported an average service delivery score of 42.11%, significantly below the global average of 54.02%, with countries like Chad and Angola scoring the lowest. Additionally, the African Development Bank (2024) reports that more than 61% of local governments in sub-Saharan Africa cannot meet basic service delivery quality standards.

In Uganda, the challenges in public service delivery remain acute, especially at the local government level. According to Afro barometer (2024), 74% of Ugandans reported unmet medical needs, and 42% admitted to paying bribes, reflecting deficits in empathy, reliability, and ethical assurance. In education, 25% of schools lack clean water and electricity (Nexus Media, 2024), undermining the reliability of public education systems. Additionally, 68% of public projects

suffer delays, and 30% of local budgets are misallocated, pointing to widespread breakdowns in responsiveness and service dependability (UBOS, 2024). At the district level, these issues are starkly visible in Teso sub-region. According to the Uganda Bureau of Statistics (UBOS, 2022), only 47% of residents expressed satisfaction with the quality of basic services a 15% decline since 2019. Furthermore, the Ministry of Health (2021) found that over half of households were unaware of available health services, revealing major assurance gaps.

The study was anchored on Shannon's Communication Theory (1948) and the Agency theory as suggested by Jensen and Meckling (1976). According to Shannon (1948), the model underscores the importance of clear, timely, and efficient formal and informal communication flows between local government actors and service beneficiaries. Effective communication, according to this theory, minimizes distortion (noise) and ensures accurate message reception which is essential for responsive and quality service delivery (Muhammed, 2017). However, the theory focuses on information transmission efficiency while ignoring institutional and behavioral dynamics such as accountability. To address these limitations, the study incorporates Agency Theory (Jensen & Meckling, 1976). The theory suggests accountability as a structural mechanism to align the actions of agents (local government officials) with the interests of principals (central government and citizens). Accountability can be achieved through ensuring access to information, transparency, and responsiveness (Siriwardhane & Taylor, 2017).

While previous studies have shown that communication and accountability separately influence service delivery (Mutunga, 2022; Musheke & Phiri, 2021; Reidhead, 2021; Wachira et al., 2023), most focus on specific sectors or national-level institutions, with little attention to local governments. For example, Ngirabakunzi et al. (2021) found that accountability structures improved service outcomes in Rwandan public institutions, while Nduhura et al. (2024)

highlighted the impact of communication practices on service delivery in Ugandan local governments. However, few studies have examined the mediating role of accountability in the relationship between communication and quality service delivery. This study addresses that gap by exploring the mediation influence of accountability in the relationship between communication and quality service delivery in Teso Subregion.

## **1.2 Problem statement**

Despite the crucial role of quality service delivery in promoting citizen satisfaction, trust, and well-being, many local governments in Uganda struggle to consistently deliver high-quality services. The government has implemented various interventions to improve service delivery, such as investing in healthcare and education. However, according to the Uganda Bureau of Statistics (UBOS, 2022), over 60% of Ugandans reported dissatisfaction with services received from local governments, citing issues of delay, lack of responsiveness, and unreliability. Furthermore, a report by the Uganda Bureau of Statistics (2022), only 47% of residents in Ngora District and 39.2% in Katakwi district are satisfied with the quality of basic services while 53% are not satisfied, indicating a 15% and 13% decline from 2019 respectively. Furthermore, a study by the Ministry of Health (2021) revealed that 54% of households in Ngora District expressed displeasure particularly with the quality of services in the healthcare and education sectors. As a result of poor service delivery, residents face challenges such as limited access to quality healthcare and education, ultimately affecting their well-being and trust in local government institutions. This problem could be linked to inadequate communication and limited accountability, which are essential for effective service delivery. This research sought to investigate the mediating role of accountability in the relationship between communication and quality service delivery in Teso Sub region.

### **1.3 The Purpose of study**

The purpose of this study was to examine the relationship between communication, accountability and quality service delivery in Local Gov'ts in six selected Districts in Teso sub region.

### **1.4 Objectives of the study**

#### **1.4.1 Specific Objectives**

The specific objectives for this study were:

- i. To establish the relationship between communication and quality service delivery in Teso Sub-region
- ii. To examine the link between communication and accountability in Teso sub region
- iii. To assess the association between Accountability and quality service delivery in teso sub-region
- iv. To find the mediation role of accountability in the relationship between communication and quality service delivery in Teso sub region

### **1.5 Research hypotheses**

In order to achieve the study objectives, the following research hypotheses have been are proposed:

*H1: Communication and service delivery are significantly associated.*

*H2: There is a positive and significant relationship between communication and accountability*

*H3: Accountability has a positive and significant association with service delivery.*

*H4: Accountability significantly mediates the relationship between communication and service delivery.*

### **1.6 Significance of the Study**

By investigating the relationship between communication, accountability and service delivery,

The research will significantly contribute to the body of knowledge on the interplay between communication, accountability and quality service delivery providing insights that are particularly relevant for government /policymakers focused on service delivery improvement through the development of more robust policy frameworks that promote better communication and accountability strategies in local governments.

The study findings may further be useful to students and future researchers, as it shall contribute to the literature concerning communication, accountability and quality service delivery in Uganda. By contributing empirical evidence from the Ugandan local government context, the study will enrich the academic discussions on effective communication practices for improved services delivery.

By applying the research findings to the specific context of Uganda's local governments (LGs), this research has the potential to significantly improve citizen satisfaction with service delivery.

By understanding how communication practices affect citizen engagement and satisfaction will provide valuable insights into the mechanisms through which local governments can better serve their communities. And also offer actionable recommendations that can enhance the effectiveness and efficiency of local government services through development of strategic communication frameworks designed to promote better engagement between local government entities and the community.

## **1.7 Scope of the Study**

The scope of the study highlights: content, geographical and time scope as described below.

### 1.7.1 Geographical Scope

The study was conducted in Teso sub region in eastern Uganda. This is because UBOS (2022) also indicates that 53% of citizens in Teso sub region are dissatisfied with the quality of basic services provided by the government.

### 1.7.2 Subject Scope

The study was about the relationship between communication and quality service delivery and how their relationship is mediated by accountability. Specifically, communication comprises of formal and informal communication while Accountability will comprise of access to information, transparency, responsiveness and quality service delivery comprises of reliability, assurance, empathy.

### 1.7.3 Time Scope

This study covered retrospective period of two financial years (2022/2023 and 2023/2024) this is because the data was available and also supports the recall time of the respondents

## 1.8 Conceptual Framework

Figure 1: Conceptual Framework

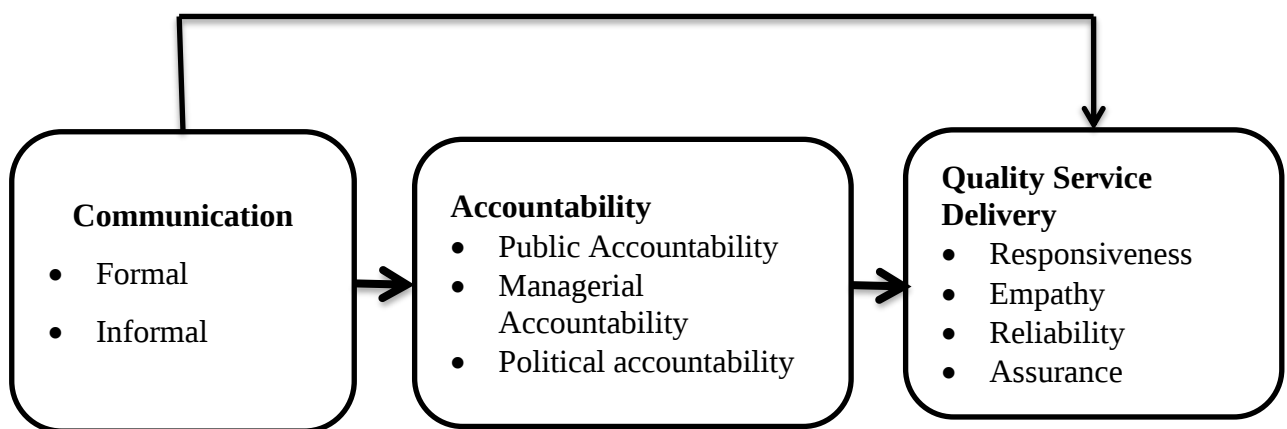


Figure 1: Conceptual framework

**Source:** (Musenze et al., 2013; Nangoli, 2010; Siriwardhane & Taylor, 2017)

The figure above illustrates that there is a positive link between communication (Musenze et al., 2013). Communication is viewed as a two dimensional construct consisting of informal and formal communication as guided by Nangoli (2010). Additionally, quality service delivery is viewed as a four-dimensional construct consisting of responsiveness, reliability, empathy, and Assurance (Parasuraman et al, 1988). Furthermore, accountability which is viewed as three-dimensional construct consisting of public accountability, managerial accountability, and political accountability mediates the relationship between communication and quality service delivery.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

In this section, the researcher presents literature about the research topic, particularly on the theoretical, conceptual and empirical review.

#### **2.1 Theoretical Review**

##### **2.1.1 Shannon-Weaver Theory of Communication**

The foundational theory grounding this study is Shannon's communication Theory (1948). The theory describes communication as a linear process involving an information source, transmitter, channel, receiver, and destination, with potential interference introduced through noise. Shannon (1948) suggests that effective communication between management, staff, and service consumers is essential for consistent service quality. The theory posits that communication effectiveness, whether formal or informal is influenced by the clarity of the message, the reliability of the communication channel, and the degree of noise or distortion present. In the context of service delivery, miscommunication whether through ambiguous messaging, poorly chosen channels, or external disturbances can lead to service breakdowns, customer dissatisfaction, and eventually, poor service delivery. Shannon's theory provides a useful framework to analyze how communication efficiency influences service delivery. Despite the theory's ability to link communication and service delivery, a gap still exists. The theory focuses on information transmission efficiency while ignoring institutional and behavioral dynamics such as accountability. To address these limitations, the study adopts the Agency Theory (Jensen & Meckling, 1976).

### **2.1.2 Agency Theory**

Agency theory, developed by Jensen and Meckling (1976), provides a framework for understanding the relationships between principals (e.g., citizens) and agents (e.g., local government officials). This theory posits that agents may not always act in the best interests of principals due to information asymmetry, conflicting goals, or moral hazard. Effective communication and accountability mechanisms are essential in mitigating these agency problems and promoting quality service delivery. This theory provides a comprehensive framework for understanding the complex relationships between citizens, local government officials, communication, accountability, and quality service delivery. However, it assumes that agents are primarily motivated by self-interest, which may not always be the case and also focuses on control mechanisms which might overlook other important factors like trust and collaboration. To bridge this gap, the study will apply Shannon model to address the issues of mistrust and lack of collaboration through regular and consistent communication for quality service delivery and can also develop a nuanced understanding of the relationships between citizens and local government officials, identify strategies for improving communication and accountability.

## **2.2 Conceptual Review**

### **2.2.1 Communication**

Communication is a fundamental aspect of human interaction, influencing relationships, institutions, and global systems. As society, culture, and technology evolve, scholars have refined and updated our understanding of communication to reflect these changes. Communication is now widely viewed as a dynamic process in which individuals create, share, and interpret messages to generate meaning (McCornack & Ortiz, 2023). Effective communication relies on key elements, including a clear message, a sender and receiver, an appropriate medium, and awareness of

potential interference or “noise” that may affect message delivery (IAMCR, 2021). The Transactional Model of Communication (2025) enhances this view by highlighting the simultaneous and continuous exchange of messages, framing communication as a co-constructed, context-sensitive interaction rather than a one-way transmission (Petcu, 2024).

Communication occurs in both formal and informal contexts, each shaped by different norms. Formal communication common in academic, professional, or institutional settings tends to be structured, with standardized formats like emails, reports, or presentations. Informal communication, by contrast, is more relaxed and flexible, often occurring in personal interactions or on social media platforms. Despite these differences, both modes depend on the active participation of those involved to co-create meaning, adapting in real-time based on feedback (McCornack & Ortiz, 2023). In the context of Communication, Accountability, and Quality Service Delivery, communication is critical to ensuring transparency, responsiveness, and trust among stakeholders. It fosters accountability by enabling clear expectations and feedback loops, while also supporting high-quality service outcomes across sectors like healthcare, education, and customer support. When viewed as a co-creative and dynamic process, communication becomes the backbone of effective and ethical service delivery (Petcu, 2024).

### **2.2.2 Quality service delivery**

Quality service delivery is increasingly understood not only as a matter of operational efficiency but also as a value-driven commitment to exceed customer needs and deliver lasting value. In recent years, scholars have provided comprehensive definitions of quality service that underscore its multifaceted nature. These definitions highlight both measurable outcomes and the moral responsibility embedded in service provision, affirming that service delivery must go beyond fulfilling functional requirements to foster trust, satisfaction, and long-term relationships.

According to Mutunga (2022), quality service means meeting or exceeding customer specifications, emphasizing that the true essence of service quality is creating real value for recipients. This definition underscores the idea that quality service is not merely about satisfying immediate needs, but rather about delivering a positive experience that leaves a lasting impact on customers. Zeithaml et al. (2020) expand upon this by describing quality service as a multidimensional concept involving five critical dimensions: tangibles, reliability, responsiveness, assurance, and empathy. These dimensions provide a framework through which service quality can be measured, revealing its complexity beyond functional delivery.

Recent scholarly perspectives have continued to enrich our understanding of quality service delivery, further illustrating its dynamic and relational nature. Uzir et al. (2021) define quality service as the extent to which a service meets customers' expectations in terms of reliability, assurance, responsiveness, empathy, and tangibles. This definition highlights the importance of aligning service delivery with customer expectations to achieve perceived quality. In their work, the authors argue that customer satisfaction and loyalty are heavily influenced by how well these core dimensions of service are addressed. Moreover, they suggest that service quality is not merely a transactional outcome but a long-term relationship between service providers and customers

### **2.2.3 Accountability**

Accountability is a vital principle in organizational management, governance, and ethics. It ensures that individuals and institutions are held responsible for their actions, decisions, and performance (Bananuka et al., 2018; Siriwardhane & Taylor, 2017). It operates as a dynamic, relational process through which actors are obligated to explain, justify, and be answerable for their conduct to relevant stakeholders. Across sectors, accountability serves as a mechanism for maintaining public

trust, promoting ethical behavior, and aligning organizational conduct with both legal requirements and societal expectations (Dyzenhaus, 2018).

Recent scholarly definitions emphasize the complex and multi-dimensional nature of accountability. Bovens et al. (2020) define it as a relational process in which individuals must explain and justify their actions to others who are empowered to assess, question, and pass judgment. Mulgan (2021) expands this view by emphasizing the role of transparency, requiring actors to disclose information and accept responsibility to foster openness and credibility. Similarly, Roberts (2022) underscores the ethical dimension of accountability, defining it as a process by which organizations are held responsible for their conduct in line with stakeholder expectations and ethical norms. Ebrahim (2023), focusing on nonprofit organizations, highlights the importance of accountability in ensuring ethical and effective use of resources. Mayer et al. (2024) approach accountability from a corporate perspective, emphasizing the role of executive answerability in fostering trust and integrity within organizations.

Building on these foundational perspectives, Siriwardhane and Taylor (2017) offer a comprehensive framework by categorizing accountability into three interrelated dimensions: political, managerial, and public accountability. Political accountability refers to the responsibility of public officials and institutions to democratically elected leaders and the public, typically exercised through electoral mechanisms, legislative oversight, and legal scrutiny. Managerial accountability focuses on internal systems of control, performance evaluation, and compliance with procedural and administrative standards, ensuring that organizational objectives are achieved efficiently and effectively. Public accountability emphasizes direct engagement with citizens, including transparency in decision-making, responsiveness to public concerns, and the

accessibility of information that allows communities to assess the actions of their representatives and institutions.

## **2.3 Empirical review**

### **2.3.1 Communication and Quality Service Delivery**

Effective communication stands as a cornerstone of quality service delivery within organizations across the globe (Mutunga, 2022; Musheke & Phiri, 2021; Reidhead, 2021; Wachira et al., 2023). Extensive global research consistently demonstrates a strong, positive relationship between clear communication practices and the capacity to deliver exceptional services. For instance, Mutunga (2022) underscores the importance of two-way communication, encompassing both the downward flow of information from managers to employees and the equally crucial element of feedback. This bidirectional communication fosters shared understanding of organizational goals and client expectations. Similarly, Musheke and Phiri (2021) argue that effective communication strengthens organizational relationships and reduces ambiguity, which in turn enhances service delivery. Reidhead (2021) further emphasizes that managerial communication skills are essential for aligning team efforts and achieving service-related objectives, while Wachira et al. (2023) provide empirical evidence showing that strong communication strategies are directly linked to improved service outcomes in various organizational contexts.

In African context, emerging studies reinforce the global narrative by illustrating how communication effectiveness is pivotal to public service delivery in the region. In particular, Musheke and Phiri (2021) and Reidhead (2021) warn that communication breakdowns often lead to confusion and inefficiencies, thereby compromising service quality. The challenges of information flow in African public institutions are frequently compounded by structural and resource limitations, making effective communication not just beneficial, but essential. For

example, Wachira et al. (2023), in their study of water and sewerage companies in East Africa, found a significant correlation between structured communication strategies and improved public service outcomes, suggesting that investments in communication infrastructure yield tangible service benefits.

At the local level, recent studies in Kenya and Uganda offer further validation. A 2025 study in Kenya's Ministry of Interior revealed that strategic communication specifically internal coordination, stakeholder engagement, and active feedback mechanisms directly contributed to enhanced service quality by improving goal alignment and accountability. Similarly, a 2024 study in Uganda's health sector demonstrated that relational cohesion and high-quality interpersonal interactions significantly influence communication effectiveness, which in turn leads to improved service outcomes.

While effective communication undeniably predicts quality service delivery (Mutunga, 2022; Musheke & Phiri, 2021; Wachira et al., 2023), scholarly debate complicates this. Scholars insist that information and its communication is not enough, efficacy hinges on clarity, relevance, and recipient capacity, as poor design risks overload or misinterpretation (Kettl, 2022). True two-way communication often battles with institutional power dynamics, rendering feedback performative, not genuinely responsive (Criado & Gil-Garcia, 2021). Thus, the positive link requires empathetic, accessible, and context-sensitive engagement, moving beyond simple information transmission to actively address inherent barriers. In light of the above empirical evidence from global, regional, and local perspectives, we proposed the hypothesis that;

*H1: Communication and quality service delivery are positively associated.*

### **2.3.2 Communication and Accountability**

Communication and accountability are intertwined concepts that play a critical role in effective service delivery (Felekech & Guohua, 2020). Effective communication is a fundamental pillar of accountability. Felekech and Guohua (2020) emphasize that accountability cannot be enforced without transparency. Open and transparent communication allows stakeholders to understand how decisions are made, resources are allocated, and performance is measured. This transparent communication fosters trust and empowers stakeholders to hold service providers accountable for their actions. Accountability mechanisms are most effective when communication flows freely in all directions (Mutunga, 2022). Upward communication allows employees to voice concerns, report problems, and offer suggestions for improvement. Downward communication ensures employees are aware of organizational goals, performance expectations, and accountability structures. Horizontal communication fosters collaboration and information sharing among colleagues, enabling them to hold each other accountable for their contributions (Mutunga, 2022). Clear and timely communication is crucial for effective feedback mechanisms, a cornerstone of accountability. Communication also plays a vital role in performance management systems, ensuring clear expectations are set, performance is regularly evaluated, and consequences for both good and poor performance are communicated transparently (Ungaye & Obuba, 2023). In the context of public service delivery, communication is essential for citizen engagement and public participation. Open communication channels allow citizens to voice their concerns, hold public officials accountable, and participate in decision-making processes. Effective communication strategies can raise awareness of accountability mechanisms, empowering citizens to hold service providers accountable for delivering high-quality services (Rana et al., 2019).

While studies affirm communication's symbiotic role with accountability for effective service delivery, scholarly debates introduce critical nuances. Simply providing information doesn't guarantee accountability; stakeholders often face overload, interpretive challenges, or distrust, undermining transparency's intent (Margetts, 2020). Also, multi-directional communication ideals frequently confront power imbalances, rendering participation performative (Kettl, 2022). In the digital age, new channels also introduce complexities like equitable access, misinformation, and superficial engagement, which can dilute accountability if not strategically managed (Criado & Gil-Garcia, 2021). Therefore, achieving genuine accountability through communication demands a strategic, context-sensitive approach prioritizing comprehensibility, trust, and meaningful engagement, moving beyond mere information transmission (Svara & Overeem, 2021).

Based on this reviewed literature, the researcher proposed the hypothesis that;

*H2: Communication and quality service delivery positively and significantly related to Accountability.*

### **2.3.3 Accountability and quality service delivery**

Accountability serves as a critical cornerstone for ensuring efficient and effective service delivery within public organizations (Rana et al., 2019; Ungaye & Obuba, 2023). Rana et al. (2019) emphasize the significance of accountability in public organizations for a well-functioning democracy. Accountability mechanisms ensure that public officials are held responsible for their actions, fostering public trust and confidence in government institutions. Conversely, the absence of accountability can erode public trust and undermine the very foundations of a democratic society (Rana et al., 2019). Ungaye and Obuba (2023) provide empirical evidence for the positive correlation between accountability and service delivery. The study conducted in the county government of Marsabit found a statistically significant relationship between robust accountability

practices and improved quality of service delivery. This suggests that implementing and upholding strong accountability mechanisms can lead to tangible improvements in the services provided by public organizations. Felekech and Guohua (2020) conceptualize service delivery accountability as a continuous cycle. This cycle begins with clearly defined strategic goals for the organization. Accountability mechanisms then come into play through the development of performance measures and baselines for assessing progress towards those goals. Based on this data, organizations can identify areas for improvement and refine service delivery practices to better meet the needs of stakeholders (Felekech & Guohua, 2020). This cyclical approach ensures accountability is not a static concept but rather a dynamic process that drives continuous improvement in service delivery. The effectiveness of accountability mechanisms depends heavily on transparency and the free flow of information (Felekech & Guohua, 2020).

While empirical studies robustly affirm the positive link between accountability and quality service delivery, scholars reveals ongoing debates regarding its optimal forms, limitations, and contextual efficacy. Rigid, 'punitive' accountability, especially via prescriptive metrics, can stifle public sector innovation and risk-taking, creating 'accountability traps' rather than genuine improvement (Maesschalck & Van Hootegem, 2020). Moreover, precisely defining and measuring 'quality' for intangible public services complicates outcome-based accountability, raising questions about effective public value measurement (Van Dooren & De Rynck, 2022). Ultimately, accountability's effectiveness is not universal, but rather context-dependent, mediated by institutional cultures, political commitment, and governance arrangements, demanding tailored, adaptive mechanisms over uniform application across diverse public sectors (Ansell & Gash, 2021). Following the above literature, we propose the hypothesis that;

*H3: Accountability is positively and significantly associated to quality service delivery.*

#### **2.3.4 Mediation role of accountability in the relationship between communication and quality service delivery**

The relationship between communication and quality service delivery is well documented in public sector literature. Scholars such as Wachira et al. (2023), Kasumba (2010), and Lwanga (2013) argue that effective communication enhances responsiveness, reliability, and citizen satisfaction. Communication provides clarity on expectations, facilitates internal coordination, and improves trust between service providers and the public. Felekech and Guohua (2020) and Ungaye and Obuba (2023) also emphasize the role of transparent communication in fostering citizen engagement and performance clarity. However, while these studies confirm the direct link between communication and service delivery, they overlook the mechanisms through which communication translates into tangible service outcomes.

A growing body of research has attempted to explore mediators that shape the impact of communication on public service outcomes. In Jordan's public health sector, patient satisfaction was found to mediate the relationship between healthcare staff communication and patient loyalty, ultimately influencing perceptions of service quality (Alkawamleh et al., 2025). Similarly, in Nepal, technological literacy and citizen trust mediated how communication strategies affected the adoption of e-government services, emphasizing the importance of contextual enablers (Maharjan et al., 2025). Myeni and Matyana (2024) also observed that community participation and mutual understanding served as mediators between ward-level communication and responsiveness in South African municipalities. These studies suggest that communication alone may be insufficient unless filtered through intermediary mechanisms that translate dialogue into measurable outcomes. However, none of these studies tested accountability in this mediating role.

Meanwhile, some research has begun to recognize accountability as a mediating variable in public sector performance. In Ugandan public schools, Ameen et al. (2021) found that accountability partially mediated the relationship between ethical behavior and public interest outcomes, implying that communication of ethics requires enforcement mechanisms to be impactful. In Bukedea District, Uganda, a 2024 local government study showed that political and managerial accountability mediated the effect of planning efforts on service performance, highlighting the importance of structural accountability systems. Furthermore, Felekech and Guohua (2020) argued that accountability operates as a feedback mechanism, translating communicated goals into real outcomes through performance evaluations, consequence management, and procedural enforcement. These studies make a compelling case for viewing accountability as a linking variable. Despite the above insight, there remains a noticeable lack of empirical research that directly examines the mediating role of accountability in the relationship between communication and quality service delivery especially within local government systems in sub-Saharan Africa. Therefore, the researcher hypothesises that;

*H4: Accountability mediates the relationship between communication and service delivery*

## **2.4 Summary of Literature gaps**

Despite extensive research on the independent effects of communication and accountability on public service delivery, little empirical work has examined how accountability functions as a mediating mechanism between communication and service delivery. While studies such as Rana et al. (2019) and Ungaye and Obuba (2023) allude to accountability's enhancing effect on communication outcomes, they do not explicitly test its mediating role. Additionally, much of the existing literature focuses on private sector contexts (Mutunga, 2022; Musheke & Phiri, 2021; Reidhead, 2021), limiting its relevance to decentralized local governments. This study addresses

these gaps by examining how communication (both formal and informal) interacts with political, managerial, and public accountability to influence quality service delivery within Uganda's local government framework.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter outlines the research methodology; research design, study population, sample size and method, data type and source, data collection instruments and method of data collection, measurement of variables, validity and reliability, data analysis and ethical considerations.

#### **3.1 Research design**

Research design refers to the overall plan that outlines how a study is structured to investigate specific research hypotheses in a logical, coherent, and valid manner (Creswell & Creswell, 2018). This study adopted a cross-sectional research design with a quantitative research approach. A cross-sectional design involves collecting data at a single point in time from a specific population to examine patterns, relationships, or prevalence of phenomena (Levin, 2006). The researcher used this approach because it provides the status of the relationship between variables at the point of study (Jackson, 2021). Additionally, the quantitative approach involves the use of structured tools (such as questionnaires) and statistical analysis of numerical data to provide ensure objectivity, replicability, and the ability to generalize findings across populations (Babbie, 2020). This approach was used because it allows the researcher to make interpret large amounts of data from respondents.

#### **3.2 Study population**

Study population refers to the complete group of individuals, institutions, or entities that are the focus of a research inquiry (Kothari, 2019). For this study, the target population of 103 local government units in selected districts in Teso Sub region was considered. This included 14 local government units from Ngora (1 DLG, 2 counties, 3 town councils, and 8 sub counties), 18 from Kumi district (1 DLG,

Town councils, 1 municipal council and 12 Sub counties), 17 from Bukedea district (1 DLG, 2 Town councils, and 14 sub counties), 14 from Soroti District (1 DLG, 5 town councils, and 10 sub counties), 22 from Katakwi district (1 DLG, 5 town councils, and 16 Sub countnies), and 19 from Amuria district (1 DLG, 4 town councils, and 14 sub counties). The target respondents included; The CAOs, SASs, Community Development Officers (CDOs), Accountants, Speakers, LC3 and Parish Chiefs. These groups were purposively chosen due to their diverse roles in communication, accountability, and service delivery. This information was derived Uganda national Bureau of statistics (2024)

### **3.3 Sample size and Method**

A sample is a sub set of the population chosen to participate in the study as a representative of the entire population (Creswell, 2018). In order to derive a sample from the population, the study used the guidelines presented by Kregcie and Morgan (1970). Based on these guidelines, a sample of 80 was derived from a population of 103 local governments. This method was used because it offers greater precision for known population sizes when compared to others such as Yamane's formula. Furthermore, stratified random sampling method was used to ensure representativeness across the different local governments and respondent categories. The study population was stratified by local government. Within each stratum, proportional allocation was applied to ensure that each subgroup is adequately represented based on their estimated distribution in the district. Respondents from each category was then selected using simple random sampling to eliminate bias and give every eligible participant an equal chance of inclusion. This method is justified for its ability to capture diversity within the population, enhance generalizability, and control for subgroup variability (Jackson, 2021). It also aligns with the study's quantitative orientation, which requires statistical representativeness for accurate inference.

**Table 3.1** Statified Sampling Table

| Local Government | Population | Sample    |
|------------------|------------|-----------|
| Ngora            | 14         | 11        |
| Kumi             | 17         | 13        |
| Soroti           | 14         | 11        |
| Amuria           | 19         | 15        |
| Katakwi          | 22         | 17        |
| Bukedea          | 17         | 13        |
| <b>Total</b>     | <b>103</b> | <b>80</b> |

**Source: Uganda Bureau of Statistics (2024)**

### **3.4 Unit of Analysis and unit of inquiry**

#### **3.4.1 Unit of analysis**

According to Babbie (2016), the unit of analysis is the element about which information is collected and conclusions are drawn in a research study. In this study, the unit of analysis was the 103 local government institutions within the Teso sub-region of Uganda. Each district and sub-county government within the sub-region was treated as a unique District whose systems, practices, and performance was examined.

#### **3.4.2 Unit of inquiry**

According to Jackson (2021), the unit of inquiry is the entity from which responses are gathered. For this study, the unit of inquiry comprises key technical and administrative personnel within local governments in the Teso sub-region. These include the Chief Administrative Officers (CAOs), Senior Assistant Secretaries (SASs), Community Development Officers (CDOs), Parish Chiefs, Speakers,

LC3 Chairpersons and Sub-Accountants, . These officials are directly involved in the planning, implementation, supervision, and reporting of service delivery activities at various administrative levels.

### **3.5 Data type and source**

This study used primary data. Primary data refers to original information collected directly from respondents for the first time according to Kothari (2004). In this study, primary data was collected through structured questionnaires administered to local government officials, elected leaders, and community members within Teso sub region. This allowed the researcher to directly examine the relationship between communication, accountability, and quality service delivery.

### **3.6 Data collection instruments**

In order to collect primary data from the target respondents, the researcher used a structured questionnaire. A structured questionnaire is a standardized tool that contains a fixed set of pre-coded questions, allowing for uniform data collection across a large population (Lawrence, 2021). Creswell and Creswell (2018) explain that structured questionnaires are particularly effective in quantitative research as they promote objectivity, facilitate statistical analysis, and allow comparability of responses across different categories of respondents. The choice of a structured questionnaire over other tools such as interviews or focus group discussions is informed by the study's quantitative orientation and the need to reach a large number of respondents efficiently (Lund, 2023).

The questionnaire was divided into four main sections (A, B, C, and D). Section A collected demographic information of respondents, such as age, gender, position, and education level. Section B contained items on communication (formal and informal). Section C captured responses on

accountability. Section D contained items on quality-of-service delivery. These items were assessed on a five point Likert scale ranging from strongly disagree to strongly agree.

### **3.7 Measurement of variables**

Communication was measured using two dimensions (formal communication and informal communication) as guided by Nader et al (2010). Formal communication refers to structured, official information exchange within the organizational hierarchy, while informal communication entails casual or unofficial interactions that often bypass formal channels but contribute to decision-making and relationship building Ssenyange et al (2017). Formal communication was measured using 6 items adopted Nangoli (2010) and modified to suit the study. Additionally, Informal communication was assessed using 4 items derived from Anna and Nina (2021). These Items were assessed using a five-point Likert scale ranging from strongly disagree to strongly agree.

Accountability in this study was measured using the framework by Siriwardhane and Taylor (2017), which conceptualizes it as public, managerial, and political accountability. Public accountability reflects the extent to which local governments are answerable to citizens through openness, service responsiveness, and community engagement. Managerial accountability focuses on internal compliance, performance monitoring, and administrative control mechanisms that ensure efficient service delivery. Political accountability relates to the obligation of public officials to elected leaders and oversight bodies through democratic and regulatory mechanisms. These three dimensions were measured using a structured questionnaire comprising 7 items for public accountability, 5 for managerial accountability, and 3 for political accountability, adapted from Pavithra and Taylor (2017) to fit the Ugandan local government context. All items were assessed using a 5-point Likert scale, ranging from strongly disagree (1) to strongly agree (5).

Quality service delivery in this study was assessed using four key dimensions derived from the SERVQUAL model by Parasuraman et al. (1988): responsiveness, reliability, empathy, and assurance. Responsiveness refers to the willingness and promptness of service providers in addressing citizen needs and providing timely support. Reliability captures the consistency and accuracy with which services are delivered as promised. Empathy reflects the degree of individualized attention and care shown to service users, while assurance relates to the competence, courtesy, and trustworthiness of staff as perceived by beneficiaries. Measurement involved items adapted from Francesca and Harini (2012), with each of the four dimensions assessed using five items, rated on a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

### **3.8 Validity and reliability**

#### **3.8.1 Reliability**

Reliability refers to the consistency, stability, and dependability of a measurement instrument across time and circumstances (Smith and Smith, 2018). According to Babbie (2020), a reliable instrument yields the same results upon repeated trials under the same conditions, thus ensuring that the data collected are accurate and replicable. To ensure reliability, the questionnaire underwent a pilot study involving 20 respondents selected from Budaka District in Bukedi Sub region. Budaka district was selected because it is geographically and socioeconomically similar to Teso Sub region which makes it an appropriate site for pilot testing. In addition, the results from the pilot test were analysed and statistically tested using Cronbach's Alpha coefficient. Communication, accountability, and Quality service delivery all posited a Cronbach's alpha values above .70 deeming the tool reliable according to Smith and Smith (2018) who suggested a minimum acceptable threshold of 0.7.

### 3.8.2 Validity

Validity refers to the extent to which an instrument accurately measures the constructs it is intended to assess Sorucu and Maslakoi (2020). Validity ensures that the instrument captures the full scope of the study variables (communication, accountability, and quality service delivery). Content validity was established by consulting practitioners in local governance such as the Chief Administrative officer or Deputy Chief Administrative officer and public administration to review the questionnaire items and confirm that they adequately cover the constructs of interest. Using the content validity index (CVI), the researcher computed the validity of the questionnaire by dividing the items rated as correct or relevant by the total number of items. A CVI of 0.7 or more will render the tool valid (Byrne, 2002; Jackson, 2021). According to the results in table 3.2 indicate that the tool was valid.

**Table 3.2: Validity and Reliability**

| Construct                | No. of Items | Cronbach's Alpha ( $\alpha$ ) | Content Validity Index (CVI) |
|--------------------------|--------------|-------------------------------|------------------------------|
| Communication            | 11           | 0.87                          | 0.92                         |
| Accountability           | 20           | 0.91                          | 0.95                         |
| Quality Service Delivery | 22           | 0.89                          | 0.94                         |

**Source: Primary data, 2025**

### 3.9 Data analysis and presentation

After collecting data, it was sorted, cleaned and entered into Statistical Package for Social Sciences (SPSS) version 22 software. Using SPSS, descriptive statistics were generated using frequencies, mean, standard deviation, and percentages. Also, data from the various administrative units in selected districts in Teso sub-region was aggregated at the level of unit of analysis. Pearson product-moment correlation coefficient was used to measure the relationship between variables as, well as testing of the hypotheses were done using simple regression analysis to examine the predictive power of the independent variables (Communication and Accountability) on the dependent variable (Quality

Service delivery). Furthermore, mediation test was done using Hayes process Macro V3 Model 4. The results of the above analyses were presented in form of tables and figures.

### **3.10 Ethical considerations**

Several ethical considerations were addressed throughout the research process. First, informed consent was sought from participants. They were fully informed about the purpose of the study and their rights to participate and withdraw at any point without consequences. To ensure confidentiality, the participants' identities and responses remained confidential. The names of the respondents were not included on the questionnaire or during the reporting of findings. Data was also anonymized to ensure privacy. To avoid bias, the researcher strived to maintain objectivity by presenting the findings based on the data collected, avoiding personal bias. Also, permission was sought from Busitema university faculty of management sciences to allow the researcher collect data from the target respondents.

## **CHAPTER FOUR**

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

#### **4.0 Introduction**

This chapter entails data analysis, presentation and interpretation of findings. Specifically, this chapter focuses on response rate, demographic characteristics, correlation analysis, regression analysis, and mediation analysis.

#### **4.1 Response rate**

The study targeted a total of 80 local governments within Teso sub region. Of these, 65 successfully participated, yielding a response rate of 81.3%. This level of participation is considered adequate for survey-based research. According to Holtman (2019), a response rate of 70% or above is deemed sufficient for conducting inferential statistical analysis, as it helps reduce non-response bias and enhances the generalizability of results. Therefore, the response rate obtained in this study ensures the reliability and validity of the subsequent analytical findings.

#### **4.2 Demographic characteristics**

According to Creswell and Creswell (2018), demographic variables such as age, gender, education, position, and work experience offer context that helps explain variation in responses, attitudes, and behaviours among study participants. These characteristics are particularly significant as they influence access to communication, accountability, and quality service (Denhardt & Denhardt, 2015).

##### **4.2.1 Demographic characteristics of the unit of inquiry**

The results show that 67.2 % of the respondents were male whereas only 32.8% were female. Such gender ratio in the local government labour force may have implications on the quality-of-service delivery, especially in regard to equity and empathy. The less balanced workforce may ignore the

service requirements and preferences of a large group of the population, which will affect the responsiveness and assurance. Also, most respondents belong to the 30-40 years bracket (69.8%), which indicates a mid-career generation. This group is characterized by experience and flexibility which may leading to a steady and fairly predictable service delivery framework. The youthful employees (8.6%) may carry with them a tendency to innovate solutions that could aid in improving the responsiveness by promoting a faster reaction to problems or dissemination of information. On the other hand, the low percentage of aged employees (5.6%) might also support the existing procedures, which adds to the reliability and confidence of the current services although they might be less engaging toward fast adaptation.

In addition, the results show that 68.3% of the participants are degree holders or above (45.5% Degree, 22.8% Postgraduate degrees). This high level of education forms a direct root of the professionalism and competency of the workforce that forms an essential part in provision of the services with confidence and reliability. More educated staff will be in a better position to comprehend sophisticated policy frameworks, think critically to service-related issues, and ensure high standards of operation, which enhances the quality of services. Besides, a majority of the participants (62.3%) showed that they have more than five years of experience, 35.1% have 6-10 years, 27.2% have more than 10 years. This experience is significant as a collective experience providing a certain level of stability in the functioning and practical experience, which directly strengthens the reliability and guarantees of service delivery. Practiced employees have generally a better idea of the local context and historical service requirements, so they can have more sophisticated and compassionate experiences of service. With respect to the positions, the large proportion of CDOs (26.9%), SAs (16.0%), and Sub Accountants (17.9%) directly reflect on the

nature of service delivery. The dominance of CDOs is an indicator that they are closer to the community and offer routine services to the community.

**Table 4.1: Demographics Characteristics**

| <b>Variable</b>        | <b>Category</b> | <b>N</b> | <b>%</b> |
|------------------------|-----------------|----------|----------|
| <b>Gender</b>          | Male            | 180      | 67.2%    |
|                        | Female          | 88       | 32.8%    |
|                        | <b>Total</b>    | 268      | 100.0%   |
| <b>Age</b>             | 20–29           | 23       | 8.6%     |
|                        | 30–35           | 109      | 40.7%    |
|                        | 35–40           | 78       | 29.1%    |
|                        | 41–49           | 43       | 16.0%    |
|                        | 50+             | 15       | 5.6%     |
|                        | <b>Total</b>    | 268      | 100.0%   |
| <b>Education Level</b> | Certificate     | 3        | 1.1%     |
|                        | Diploma         | 82       | 30.6%    |
|                        | Degree          | 122      | 45.5%    |
|                        | Postgraduate    | 61       | 22.8%    |
|                        | <b>Total</b>    | 268      | 100.0%   |
| <b>Work Experience</b> | < 1 year        | 15       | 5.6%     |
|                        | 1–5 years       | 86       | 32.1%    |
|                        | 6–10 years      | 94       | 35.1%    |
|                        | Over 10 years   | 73       | 27.2%    |
|                        | <b>Total</b>    | 268      | 100.0%   |
| <b>Position</b>        | CAO             | 6        | 2.2%     |
|                        | SAS             | 43       | 16.0%    |
|                        | Town Clerk      | 44       | 16.4%    |
|                        | Parish Chief    | 31       | 11.6%    |
|                        | CDO             | 72       | 26.9%    |
|                        | Speaker         | 11       | 4.1%     |
|                        | LC3 Chairperson | 13       | 4.9%     |
|                        | Sub Accountant  | 48       | 17.9%    |
|                        | <b>Total</b>    | 268      | 100.0%   |

**Source: Primary Data, 2025**

#### 4.2.2 Demographic characteristics for the unit of Analysis

The demographic profile of local governments in the Teso Sub-Region shown in table 4.2 provides crucial insights into quality service delivery. The findings indicate that 40% of the local governments have existed for over 11 years. This implies that these local governments offer potential reliability and empathetic understanding but risk bureaucratic inertia. Additionally, newer local governments that have existed for 1-5 years constitute 27.7%. While these local governments may be agile in offering services, they may face resource constraints affecting reliability.

In terms of local government type, the majority of local governments in the study were of Sub Counties (63.1%) and Town Councils (24.6%. in addition, the least represented is municipal councils. The dominance of Sub Counties and town councils points to the fact that these are central to service delivery in decentralized systems due to their proximity to citizens.

**Table 4.2: Demographic characteristics of unit of Analysis**

|                              | Category     | N  | %     |
|------------------------------|--------------|----|-------|
| <b>Years of Existence</b>    | 1–5 years    | 18 | 27.7% |
|                              | 6–10 years   | 21 | 32.3% |
|                              | 11+ years    | 26 | 40.0% |
| <b>Subtotal</b>              |              | 65 | 100%  |
| <b>Local Government Type</b> | District     | 5  | 7.7%  |
|                              | City         | 1  | 1.5%  |
|                              | Division     | 2  | 3.1%  |
|                              | Town Council | 16 | 24.6% |
|                              | Sub County   | 41 | 63.1% |
| <b>Subtotal</b>              |              | 65 | 100%  |

**Source: Primary data, 2025**

### 4.3 Descriptive Statistics

The descriptive statistics presented in the table 4.2 below provide a snapshot of how respondents from the selected local governments in the Teso Sub-Region rated communication, accountability, and service quality on a five-point Likert scale.

#### 4.3.1 Communication

The findings indicated that the mean score for communication was 3.226 ( $SD = 0.572$ ), this implies that respondents had moderate perceptions about the questionnaire items on the 5-point Likert scale. Additionally, the moderate standard deviation suggests that there were some variations in perceptions across respondents.

#### 4.3.2 Accountability

The mean for Accountability was 3.493 ( $SD = 0.539$ ), this implies that on average, respondents agreed with those statements about accountability. The slightly lower standard deviation as compared to communication indicates more agreement among respondents.

#### 4.3.3 Quality Service delivery

Quality service delivery posited a mean of 3.417 ( $SD = 0.549$ ), this also indicates that majority of the respondents slightly agreed with the items about Quality service delivery. Also, the standard deviation points to fairly consistent but not uniform perceptions of service delivery

**Table 4.3: Descriptive Statistics**

|                 | N  | Minimum | Maximum | Mean  | Std. Deviation |
|-----------------|----|---------|---------|-------|----------------|
| Communication   | 65 | 1.97    | 4.21    | 3.226 | .572           |
| Accountability  | 65 | 2.54    | 4.71    | 3.493 | .539           |
| Quality service | 65 | 2.33    | 4.85    | 3.417 | .549           |

**Source: Primary data, 2025**

## 4.4 Correlation Analysis

### 4.4.1 Communication and Accountability

The Pearson correlation coefficient was computed to examine the relationship between communication and accountability in local governments in Teso sub-region. The analysis revealed a strong positive and statistically significant correlation ( $r = .543, p < .01$ ). This suggests that as the effectiveness of communication increases both formal and informal, so does the level of accountability within the local government.

### 4.4.2 Communication and Quality Service Delivery

The study also explored the relationship between communication and quality service delivery. The results indicated positive and statistically significant correlation ( $r = .738, p < .01$ ). This means that better communication practices are associated with improvements in the quality-of-service delivery.

### 4.4.3 Accountability and Quality Service Delivery

The relationship between accountability and quality service delivery was examined. The analysis also yielded positive correlation ( $r = .670, p < .01$ ) indicating that higher levels of accountability are significantly associated with improved quality service delivery. This finding implies that when local government actors are held accountable there is likely to be improvement in the quality-of-service delivery.

**Table 4.4: Correlation Analysis**

| Variables                                                    | Communication | Accountability | Quality service delivery |
|--------------------------------------------------------------|---------------|----------------|--------------------------|
| Communication                                                | 1             | .              |                          |
| Accountability                                               | .543**        | 1              |                          |
| Quality service delivery                                     | .738**        | .670**         | 1                        |
| <b>**Correlations significant at the level of 0.01, N=65</b> |               |                |                          |

Source: Primary data, 2025

## 4.5 Regressions

### 4.5.1 Communication and Quality service delivery

The results in table 4.4 represent a simple linear regression conducted to examine whether communication significantly predicts quality service delivery in Local Governments in Teso sub-region. The model explained 53.8% of the variance in quality service delivery ( $\text{Adj. } R^2 = .538$ ). The standardized beta coefficient ( $\beta = .738$ ,  $p < 0.01$ ) represents a strong positive relationship between communication and quality service delivery. The results also showed that the model fitted the data well ( $F = 75.415$ ,  $p < .001$ ) indicating that communication is a meaningful predictor of quality service. These findings support hypothesis 1

**Table 4.5: Communication and Quality Service Delivery**

| Coefficients                                          |                                     |                             |                            |                           |            |      |
|-------------------------------------------------------|-------------------------------------|-----------------------------|----------------------------|---------------------------|------------|------|
| Model                                                 |                                     | Unstandardized Coefficients |                            | Standardized Coefficients | T          | Sig. |
|                                                       |                                     | B                           | Std. Error                 | β                         |            |      |
| 1                                                     | (Constant)                          | 1.128                       | 0.268                      |                           | 4.215      | .000 |
|                                                       | Communication                       | 0.709                       | .082                       | .738                      | 8.684      | .000 |
|                                                       | R = .738      R <sup>2</sup> = .545 |                             | Adj. R <sup>2</sup> = .538 |                           | F = 75.415 | .000 |
| a. Dependent Variable: Quality service delivery; N=65 |                                     |                             |                            |                           |            |      |

**Source: Primary Data, 2025**

### 4.5.2 Communication and Accountability

A simple linear regression was performed to examine the extent to which communication predicts accountability within Local Governments in Teso sub region. The adjusted coefficient of determination ( $\text{Adj. } R^2 = .283$ ) indicates that 28.3 % of the variance in accountability is explained by communication. The results also indicate that model fitted the data well ( $F = 26.278$ ,  $p < .001$ ). furthermore, the standardized beta coefficient confirmed that there is a strong positive between communication and accountability ( $\beta = .543$ ,  $p < 0.01$ ). These results uphold Hypothesis 2

**Table 4.6: Communication and Accountability**

| Model                                       | Coefficients                |                       |                            | T          | Sig. |
|---------------------------------------------|-----------------------------|-----------------------|----------------------------|------------|------|
|                                             | Unstandardized Coefficients |                       | Standardized Coefficients  |            |      |
|                                             | B                           | Std. Error            | $\beta$                    |            |      |
| 1                                           | (Constant)                  | 1.843                 | 0.327                      | 5.635      | .000 |
|                                             | Communication               | 0.512                 | .100                       | 5.126      | .000 |
|                                             | R = .543                    | R <sup>2</sup> = .294 | Adj. R <sup>2</sup> = .283 | F = 26.278 | .000 |
| a. Dependent Variable: Accountability; N=65 |                             |                       |                            |            |      |

**Source: Primary data, 2025**

#### 4.5.3 Accountability and Quality service delivery

In order assess the predictive power of accountability on service delivery, a simple linear regression was conducted. The analysis revealed that accountability significantly predicted quality service delivery (Adj. R<sup>2</sup> = .441, p < 0.01). This implies that 44.1% of the variance in quality service delivery is explained by accountability (Adj. R<sup>2</sup> = .441). Additionally, the standardized beta coefficient ( $\beta$  = .670, p < 0.01) also suggests a strong positive relationship between the accountability and quality service delivery. The F-Statistic implies that the model fit the data well (F = 51.402, p < 0.01), these findings support Hypothesis 3.

**Table 4.7: Accountability and Quality Service delivery**

| Model                                                 | Coefficients                |                       |                            | T          | Sig. |
|-------------------------------------------------------|-----------------------------|-----------------------|----------------------------|------------|------|
|                                                       | Unstandardized Coefficients |                       | Standardized Coefficients  |            |      |
|                                                       | B                           | Std. Error            | $\beta$                    |            |      |
| 1                                                     | (Constant)                  | 1.030                 | 0.337                      | 3.060      | .000 |
|                                                       | Accountability              | 0.683                 | .095                       | 7.170      | .000 |
|                                                       | R = .670 <sup>a</sup>       | R <sup>2</sup> = .449 | Adj. R <sup>2</sup> = .441 | F = 51.402 | .000 |
| a. Dependent Variable: Quality Service Delivery; N=65 |                             |                       |                            |            |      |

**Source: Primary data, 2025**

#### 4.6 Mediation Analysis

A mediation analysis was conducted using process macro-Model 4 (Hayes, 2022) to examine whether accountability mediates the relationship between communication and quality service delivery within District Local Governments in Teso Sub region. The results in table 4.7 indicate that communication significantly predicted accountability, ( $\beta = 0.5117, p < .001$ ) with a 95% confidence interval [0.3122, 0.7112]. This indicates that improved communication (both formal and informal) is associated with a substantial increase in accountability mechanisms within the local government context. Accountability also significantly predicted service quality ( $\beta = 0.3895, p < .001$ , 95% CI [0.2069, 0.5722]). This finding suggests that greater accountability (political, managerial, and public dimensions) leads to improved delivery of quality public services. The direct effect of communication on service quality remained statistically significant even after accounting for accountability ( $\beta = 0.5098, p = .0001$ ) with a 95% confidence interval [0.3376, 0.6821]. This confirms that communication positively influences quality service delivery both directly and indirectly.

Also, the indirect effect of communication on quality service delivery through accountability was also significant ( $ab = 0.1993$ ) with a bootstrapped 95% confidence interval of [0.0406, 0.2582]. As the confidence interval does not include zero, this confirms the presence of a statistically significant partial mediation effect. Furthermore, the ratio index indicates that 50.6% of the total effect of communication on quality service delivery is explained through accountability, suggesting that accountability is a partial mediator in the relationship between communication and quality service delivery.

**Table 4.8: Mediation Analysis**

| <b>Path</b>            | <b>Relationship</b>                                | <b><math>\beta</math><br/>(Effect)</b> | <b>SE</b> | <b>p-<br/>value</b> | <b>95% CI [LLCI,<br/>ULCI]</b> |
|------------------------|----------------------------------------------------|----------------------------------------|-----------|---------------------|--------------------------------|
| <b>a</b>               | Communication → Accountability                     | 0.5117                                 | 0.0998    | < .001              | [0.3122, 0.7112]               |
| <b>b</b>               | Accountability → Quality service                   | 0.3895                                 | 0.0914    | < .001              | [0.2069, 0.5722]               |
| <b>c</b>               | Communication → Quality service<br>(Total Effect)  | 0.7091                                 |           |                     |                                |
| <b>c'</b>              | Communication → Quality service<br>(Direct Effect) | 0.5098                                 | 0.0862    | < .001              | [0.3376, 0.6821]               |
| <b>a × b</b>           | Indirect Effect (via Accountability)               | 0.1993                                 | 0.0736    | —                   | [0.0703, 0.3610]               |
| <b>Ratio<br/>Index</b> | Indirect Effect/ Total Effect*100                  | 28%                                    |           |                     |                                |

**Source: Primary Data, 2025**

## **CHAPTER FIVE**

### **DISCUSSIONS, CONCLUSION, AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents the discussion, conclusions, and recommendation in line with the study objectives. Specifically, the chapter presents discussion, recommendation, conclusions, limitations, and areas for further research.

#### **5.1 Discussions**

##### **5.1.1 Communication and quality service delivery**

This study set out to explore the relationship between communication and quality service delivery in local governments within the Teso Sub-Region. The findings revealed a significant positive relationship between communication and quality service delivery. Where communication was effective both in formal and informal forms, service delivery was reported to be more reliable and responsive. These findings provide support to hypothesis one (H1). Also, the findings indicate that when communication channels are clear, timely, and widely used, satisfaction with the quality of services offered by the local governments is likely to be high. These findings are in line with Wachira et al. (2023) who provide empirical evidence showing that strong communication strategies are directly linked to improved service delivery outcomes.

The findings of this study also reveal that when staff members are satisfied with the information they receive from their supervisors, they are more likely to be knowledgeable and capable of answering service-related questions. This implies that communication fosters internal clarity, which strengthens employee competence and contributes to more responsive and professional interactions with the public. These results align with Kasumba (2010), who argues that well-established communication structures are essential for delivering citizen-cantered services in Uganda's decentralized local

governments. Likewise, Lwanga (2013) found that poor communication systems lead to service delays and citizen dissatisfaction, especially in rural administrative settings.

Furthermore, the findings indicate that useful information often spreads through the grapevine, and that many employees preferred seeking advice through informal channels. This confirms Mugisha's (2019) assertion that informal communication, though often underrated, supports agility and trust-building in public service systems. Informal exchanges, such as spontaneous chats or peer guidance, appeared to promote faster decision-making and problem-solving, especially in environments with hierarchical delays such as district local governments.

These findings also support the Shannon-Weaver Theory of Communication which posits that the clarity, timeliness, and feedback loops in communication channels are crucial in minimizing noise in the system. In this study, the findings indicate that when new information is said to circulate quickly among employees, service delivery outcomes such as prompt responses to public requests and personalized attention to citizens are more likely to improve. In summary, the study confirms that effective communication is foundational to quality service delivery. Both structured formal mechanisms and informal exchanges influence responsiveness, empathy, reliability, tangible, and assurance in service delivery.

### **5.1.2 Communication and Accountability**

This study examined the relationship between communication and accountability within local governments in the Teso Sub-Region. The findings revealed a strong and positive link, supporting the second hypothesis of the study. Where communication is clear, timely, and flows across multiple levels both formally and informally accountability mechanisms are more likely to function as intended. These findings resonate with Felekech and Guohua (2020), who emphasized that

accountability cannot be enforced without transparency, and that open communication fosters trust and stakeholder oversight.

From the findings, it was observed that when staff are satisfied with the information they receive from their supervisors and when meetings are held to share information on performance, accountability outcomes improve. It was also noted that communication policies and clearly defined channels reinforce consistency in reporting, feedback, and consequence management which are key aspects of managerial accountability. These findings align with Ungaye and Obuba (2023), who argue that clear communication is essential for performance management systems where expectations, performance evaluations, and consequences are openly communicated.

Furthermore, the study affirms that accountability is strongest where communication flows in all directions upward, downward, and horizontal as highlighted by Mutunga (2022). Upward communication enables employees to raise concerns and share suggestions, downward communication ensures performance clarity, and horizontal exchanges promote peer accountability. This was evident where employees agreed that seeking advice informally and receiving grapevine information supported transparency and responsiveness in accountability systems. These interpersonal dynamics suggest that informal communication plays a vital role in reinforcing accountability through peer support and informal monitoring, consistent with Mugisha (2019). In public accountability, the findings suggest that clear communication with citizens including information about programs, budgets, and decision-making processes increases transparency and responsiveness. These results are in line with Rana et al. (2019), who emphasize that communication is essential for citizen engagement and holding public officials to account.

From a theoretical perspective, the Shannon-Weaver Communication Model helps explain how noise in the system in form of unclear messages, delayed feedback, or broken channels can hinder accountability. When communication is well-structured and feedback loops are functioning, the system supports managerial, political, and public accountability. Likewise, in line with the Agency Theory, where principals lack access to timely and accurate information, agents may act contrary to public interest. However, when communication is transparent and widespread, agents are more likely to act accountably. In this study, the presence of structured communication systems reduced asymmetry and empowered employees to demand responsibility from duty bearers.

### **5.1.3 Accountability and Quality service delivery**

This study investigated the relationship between accountability and quality service delivery within local governments in the Teso Sub-Region. The findings revealed a positive and statistically significant association, supporting hypothesis 3 of the study. The findings further indicate that public, managerial, and political accountability influence service delivery outcomes such as responsiveness, reliability, empathy, and assurance. These findings are consistent with the argument by Rana et al. (2019) that accountability is not only central to effective governance but also a key driver of citizen trust in public institutions.

The results also suggest that when rules and procedures are enforced without favouritism and supervisors take responsibility for outcomes, services delivery is more likely to be reliable and responsive. These patterns highlight the crucial link between managerial accountability and the dependability of public services. Similarly, when elected leaders explain their decisions to the public and Citizens feel represented in decision-making, it fosters higher perceptions of service responsiveness and empathy. This finding aligns with Ungaye and Obuba (2023), who demonstrated

that robust accountability structures in county governments were strongly correlated with service delivery effectiveness.

The results also echo the view of Felekech and Guohua (2020), who conceptualize accountability as a dynamic and cyclical process that continuously informs and improves service delivery. In this study, the findings allude that when performance evaluations were frequent, misconduct was addressed, and public complaints were responded to, there is greater assurance and overall satisfaction with services provided. Moreover, the study highlights that public accountability through mechanisms such as budget transparency, open planning meetings, and accessible complaint systems contributes to citizen confidence and higher service quality. These findings reinforce the position of Rana et al. (2019) that transparency in public institutions not only enables accountability but also ensures the equitable delivery of services in a democratic society.

In theoretical terms, the findings support Agency Theory, which posits that when public officials (agents) are held answerable to citizens and institutional checks (principals), they are more likely to align their actions with public interest. The presence of clear accountability systems reduces information asymmetry and reinforces a culture of responsibility. When employees are aware of the consequences of misconduct and understand the performance standards expected, they are better equipped to deliver services that meet community expectations.

#### **5.1.4 Mediation role of accountability in the relationship between communication and quality service delivery**

The study sought to examine the mediating role of accountability in the relationship between communication and quality service delivery in district local governments in Teso sub-region. The findings of this study indicate that accountability plays a significant mediating role in the relationship

between communication and quality service delivery. This implies that while communication alone positively influenced service delivery, this relationship became stronger and more meaningful when accountability mechanisms were factored in. This suggests that communication must be reinforced through accountability systems to yield high quality service delivery. These findings support the hypothesis that communication impacts service quality both directly and indirectly.

The findings also indicate that formal communication practices such as policy-guided interactions and timely circulation of information help to improve the quality-of-service delivery. However, this clarity in communication is often operationalized through managerial and political accountability. These accountability mechanisms ensure that the information communicated is acted upon and leads to measurable improvements in service delivery, such as staff responsiveness and accurate handling of public requests. This validates Felekech and Guohua's (2020) position that accountability acts as a feedback loop, translating communicated goals into implemented actions through evaluation, control, and consequence systems.

These results echo earlier findings in other governance contexts. For example, Ameen et al. (2021) found that accountability partially mediated the link between ethical leadership and public interest in Ugandan public schools, implying that without enforcement structures, communicated intentions often fail to generate public value. Similarly, in local governments District, accountability mediated planning and service outcomes, demonstrating how structural enforcement determines whether communicated plans result in execution. The current study extends these insights by showing that in Uganda's decentralized local governments, communication builds alignment, but accountability determines follow-through.

From a theoretical standpoint, these findings support Agency Theory, which argues that the relationship between agents (public officials) and principals (citizens) requires both clear communication and robust mechanisms for oversight and answerability. Without accountability, communication can be performative rather than transformative. Moreover, the Shannon-Weaver Communication Model highlights the importance of feedback channels in reducing distortion and ensuring message effectiveness. These roles are performed by accountability structures within bureaucratic systems. Therefore, the findings suggest that while communication sets expectations, accountability makes those expectations enforceable, thereby enabling improved service responsiveness, empathy, reliability, and citizen satisfaction.

## **5.2 Conclusions**

The study sought to examine the relationship between communication and quality service delivery in local governments within the Teso Sub-Region. The findings indicate that communication is positively related to quality service delivery. This implies that when communication (formal and informal) is timely, clear, and multidirectional, it enhances the responsiveness, empathy, reliability, and overall satisfaction with services offered by local governments. The study concludes that effective communication is a foundational driver of quality service delivery. Therefore, local governments should prioritize developing and implementing comprehensive communication strategies which emphasise clarity, timeliness, and multi directional feedback in order to improve responsiveness, empathy, reliability, and assurance.

The study also sought to examine the relationship between communication and accountability in the context of decentralized governance. The findings indicate that communication is strongly related to accountability. This implies that when staff receive clear, consistent information and have

opportunities for dialogue across all levels, they are more likely to report, evaluate, and respond effectively to performance issues. The study concludes that formal and informal communication enhances managerial, political, and public accountability. Therefore, local governments should establish transparent communication channels and platforms to enhance open communication which will improve on political, public, and managerial accountability.

Furthermore, the study examined the relationship between accountability and quality service delivery in local governments. The findings indicate that accountability is positively related to quality service delivery. This implies that when local governments enforce rules fairly, monitor performance consistently, and involve citizens in governance, they are more likely to provide services that are responsive, reliable, and empathetic. Based on this, the study concludes that strong accountability mechanisms significantly improve the quality of services delivered. Therefore, local governments should improve on public, political, and managerial accountability in order to realise improvement in the quality of services delivered.

Finally, the study sought to investigate the mediating role of accountability in the relationship between communication and quality service delivery. The findings indicate that accountability significantly mediates this relationship. This implies that although communication alone improves service delivery, the effect is stronger and more effective when reinforced by accountability systems that translate information into action. The study concludes that accountability acts as a partial mediator in the relationship between communication and service delivery. Consequently, local governments should not only improve communication but also accountability to harness the quality service delivery.

### **5.3 Recommendations**

Based on the study findings, several targeted recommendations are proposed to enhance communication, accountability, and quality service delivery in local governments within the Teso Sub-Region.

Communication systems should be strengthened to ensure clarity, timeliness, and responsiveness. In order to achieve this, local governments should standardize official communication using clear language and formal templates to reduce ambiguity. Timely dissemination of information can be achieved through internal digital platforms, routine staff meetings, and circulars. Equally important are structured feedback loops such as performance reviews and suggestion mechanisms that enable two-way communication, fostering transparency and inclusivity in service operations.

Additionally, accountability mechanisms must be reinforced across managerial, political, and public domains. Managerial accountability can be improved through regular performance assessments, adherence to reporting standards, and clear consequence management. Political accountability requires that elected leaders engage communities through participatory meetings and public reporting on decisions and resource use. Public accountability should be promoted by establishing transparent systems for citizen feedback, complaint resolution, and access to budget and project information. This will consequently improve the quality of services offered in local government.

The study also recommends the integration of communication and accountability as a vital tool for enhancing quality of service delivery. In order to effectively integrate communication and accountability for enhanced quality of service delivery, local governments should implement standardized communication protocols that embed accountability measures within all plans, policies, and directives, explicitly detailing objectives, timelines, and assigned responsibilities. To further

strengthen the integration, staff involvement in both communication and accountability processes should be emphasised in order yield better quality service outcomes.

Finally, in order to improve empathy and responsiveness as part of quality service delivery, local governments should roll out capacity building programs in areas of formal and informal communication. This can be done through regular training in communication, ethical leadership, and accountability. Cross-district peer learning can help replicate successful models and foster a culture of continuous improvement.

#### **5.4 Limitations and areas for further research**

The study employed a cross-sectional design, capturing data at a single point in time. While this approach was efficient for assessing relationships between communication, accountability, and service delivery, it limited the ability to infer causality or track changes over time. To mitigate this, mediation analysis was used to examine indirect effects and strengthen the interpretation of variable relationships. However, future studies could further adopt a longitudinal design to assess how these relationships evolve particularly in response to governance reforms or policy changes.

Additionally, data collection relied on self-reported responses, which are susceptible to social desirability bias and subjective interpretation. Although confidentiality and anonymity were assured to encourage honest feedback, the possibility of biased responses cannot be entirely ruled out. To mitigate this, the questionnaire was pre-tested and refined for clarity and neutrality, and triangulation was considered through comparing different staff levels and departments. Future research could incorporate objective performance metrics, administrative data, or citizen satisfaction surveys to validate self-reported findings.

Also, the study was geographically limited to district local governments in the Teso Sub-Region, which may limit the generalisability of findings to other regions with different political, cultural, or administrative dynamics. Efforts were made to include a diverse sample across multiple districts within the sub-region to enhance representativeness. However, further research is recommended to replicate the study in other regions of Uganda.

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## Appendix I: QUESTIONNAIRE

**Dear Respondent,**

I am Alungat Celline Mercy, a master's student of Busitema University pursuing master of business administration (MBA). I am conducting a study titled “**communication, accountability, and quality service delivery in district local government in Teso sub region**”. You have been selected as one of the respondents to provide the required information to enable achievement of the study objective. I therefore request you to fill the provided questionnaire. The information you provide shall be treated with full confidentiality and will only be used for academic purposes.

Thank you

**SECTION A:** (Please tick/ fill-in as appropriate)

**Local government Name .....**

What is your gender

1. Male ☐ 2. Female ☐

what is your age bracket 1. 20-29 ☐ 2. 30-35 ☐ 3. 36-40 ☐ 4. 41+ ☐

What is your level of education?

1. Certificate ☐ 2. diploma ☐ 3. degree ☐ 4. post graduate ☐

Local Government Type

1. District ☐ 2. Municipal Council ☐ 3. Division Council ☐ 4. Town Council ☐ 5. Sub county ☐

Local Government Years of existence

1. 1 to 5 ☐ 2. 6 to 10 ☐ 3. 11 + ☐

Working experience of the respondent

1. Less than 1 year ☐ 2. 1 to 5 years ☐ 3. 6 to 10 years ☐ 4. above 10 years ☐

Position held in the organization 1. CAO ☐ 2. SAS ☐ 3. CDO ☐ 4. Town Clerk ☐ 5. Parish Chief ☐ 6. Sub Accountant ☐ 7. LC III ☐ 8. Speaker ☐

Please indicate the extent to which you agree with each of the statements by putting a tick in the appropriate response where 1= Strongly Disagree, 2= Disagree, 3= Not Sure, 4= Agree and 5= Strongly Agree.

|             |                  |
|-------------|------------------|
| <b>Code</b> | <b>SECTION B</b> |
|-------------|------------------|

|                        | Communication                                                                                     |   |   |   |   |   |
|------------------------|---------------------------------------------------------------------------------------------------|---|---|---|---|---|
| Formal Communication   |                                                                                                   |   |   |   |   |   |
| FC1                    | I am satisfied with the amount of information I receive from my supervisor (s)                    | 1 | 2 | 3 | 4 | 5 |
| FC2                    | The language we use in our correspondences is familiar to all team members                        | 1 | 2 | 3 | 4 | 5 |
| FC3                    | We always hold meetings to share information regarding performance of our tasks                   | 1 | 2 | 3 | 4 | 5 |
| FC4                    | I like the channels that we use to share information amongst team members                         | 1 | 2 | 3 | 4 | 5 |
| FC5                    | New Information usually circulates amongst employees in time                                      | 1 | 2 | 3 | 4 | 5 |
| FC6                    | In this organization are meeting agendas prepared and supplied in advance                         | 1 | 2 | 3 | 4 | 5 |
| FC7                    | In this Local Government, are minutes recorded                                                    |   |   |   |   |   |
| Informal communication |                                                                                                   |   |   |   |   |   |
| IC01                   | In this local government there are a number of decisions made based on rumors.                    | 1 | 2 | 3 | 4 | 5 |
| IC02                   | There is a lot of Gossip in this organization                                                     | 1 | 2 | 3 | 4 | 5 |
| IC03                   | I feel more comfortable seeking advice from colleagues informally than through official channels. | 1 | 2 | 3 | 4 | 5 |
| IC04                   | There is a lot of useful information I receive through the grapevine in this organization         | 1 | 2 | 3 | 4 | 5 |
| IC05                   | In this organization, feedback is given in a casual manner                                        | 1 | 2 | 3 | 4 | 5 |
| IC06                   | In this organization, decisions are taken based on emotions                                       | 1 | 2 | 3 | 4 | 5 |

## SECTION C

### Accountability

#### Public Accountability

|       |                                                                         |   |   |   |     |
|-------|-------------------------------------------------------------------------|---|---|---|-----|
| ACC 1 | The public has access to information about local government programs    | 1 | 2 | 3 | 4 5 |
| ACC 2 | Budget allocations are publicly displayed                               | 1 | 2 | 3 | 4 5 |
| ACC 3 | There are proper channels to report unethical conduct.                  | 1 | 2 | 3 | 4 5 |
| ACC 4 | Local government projects are explained to the public clearly           | 1 | 2 | 3 | 4 5 |
| ACC 5 | Community members can attend planning meetings in this local government | 1 | 2 | 3 | 4 5 |

|                           |                                                                                                                    |   |   |   |   |   |
|---------------------------|--------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| ACC 6                     | Officials respond to public complaints promptly                                                                    | 1 | 2 | 3 | 4 | 5 |
| Managerial accountability |                                                                                                                    |   |   |   |   |   |
| MA1                       | In this Local government, managers clearly define job roles and expectations.                                      | 1 | 2 | 3 | 4 | 5 |
| MA2                       | Employees are regularly evaluated for their performance.                                                           | 1 | 2 | 3 | 4 | 5 |
| MA3                       | Poor performance is addressed effectively by supervisors at all times                                              | 1 | 2 | 3 | 4 | 5 |
| MA4                       | In this local government, rules and procedures are enforced without favoritism.                                    | 1 | 2 | 3 | 4 | 5 |
| MA5                       | Supervisors in this local government always take responsibility for outcomes in their departments.                 | 1 | 2 | 3 | 4 | 5 |
| MA6                       | There is always follow-up on decisions made by management in this local government.                                | 1 | 2 | 3 | 4 | 5 |
| MA7                       | Employees are aware of the consequences of misconduct                                                              | 1 | 2 | 3 | 4 | 5 |
| MA8                       | There is transparency in performance appraisals.                                                                   | 1 | 2 | 3 | 4 | 5 |
| Political accountability  |                                                                                                                    |   |   |   |   | 5 |
| PAC 1                     | In this organization, Local government officials are answerable for their actions                                  | 1 | 2 | 3 | 4 | 5 |
| PAC 2                     | Managers make efforts to justify their actions in public                                                           | 1 | 2 | 3 | 4 | 5 |
| PAC 3                     | In this organization, politicians are answerable for the policies they make from time to time                      | 1 | 2 | 3 | 4 | 5 |
| PAC 4                     | The public has a good platform to question political decisions in this local government                            | 1 | 2 | 3 | 4 | 5 |
| PAC 5                     | In this organization, political decisions are made in a transparent manner                                         | 1 | 2 | 3 | 4 | 5 |
| PAC 6                     | In this organization, clear information on service delivery is provided to the public by local government managers | 1 | 2 | 3 | 4 | 5 |
| PAC 7                     | There are customized statutory bodies like public accounts committee, auditor unit to monitor government programs  |   |   |   |   |   |

## SECTION D Quality service delivery

### Responsiveness

|      |                                                                       |   |   |   |   |   |
|------|-----------------------------------------------------------------------|---|---|---|---|---|
| RES1 | Staff in this local government are always willing to assist citizens. | 1 | 2 | 3 | 4 | 5 |
| RES2 | Services are provided promptly when requested by the public.          | 1 | 2 | 3 | 4 | 5 |

|             |                                                                                  |   |   |   |   |   |
|-------------|----------------------------------------------------------------------------------|---|---|---|---|---|
| RES3        | Officers are quick to respond to complaints or inquiries.                        | 1 | 2 | 3 | 4 | 5 |
| RES4        | Staffs are never too busy to attend to service seekers.                          | 1 | 2 | 3 | 4 | 5 |
| Empathy     |                                                                                  |   |   |   |   |   |
| EM1         | In this organisation, employees give personalised attention to clients           | 1 | 2 | 3 | 4 | 5 |
| EM2         | Employees show they have the clients’ best interest at all times                 | 1 | 2 | 3 | 4 | 5 |
| EM3         | Employees in this organisation understand clients’ needs are all times           | 1 | 2 | 3 | 4 | 5 |
| EM4         | The way employees in this organisation communicate is respectful to clients      | 1 | 2 | 3 | 4 | 5 |
| EM5         | Employees in this organisation have emotional intelligence                       | 1 | 2 | 3 | 4 | 5 |
| Reliability |                                                                                  |   |   |   |   |   |
| AS1         | In this organization, services are delivered as promised.                        | 1 | 2 | 3 | 4 | 5 |
| AS2         | Services are delivered right the first time in this local government.            | 1 | 2 | 3 | 4 | 5 |
| AS3         | The local government honors its commitments to the public.                       | 1 | 2 | 3 | 4 | 5 |
| AS4         | Public service requests are handled accurately in this local government.         | 1 | 2 | 3 | 4 | 5 |
| AS5         | When problems occur, the local government provides reliable solutions.           | 1 | 2 | 3 | 4 | 5 |
| Assurance   |                                                                                  |   |   |   |   |   |
| ASS1        | Staff in this local government are courteous and respectful.                     | 1 | 2 | 3 | 4 | 5 |
| ASS2        | Employees are knowledgeable and can answer service-related questions.            | 1 | 2 | 3 | 4 | 5 |
| ASS3        | I feel safe in my interactions with local government officials.                  | 1 | 2 | 3 | 4 | 5 |
| ASS3        | Employees instill confidence in the way they handle public matters.              | 1 | 2 | 3 | 4 | 5 |
| Tangibles   |                                                                                  |   |   |   |   |   |
| TAN 1       | Offices and service facilities in this Local Government are visually attractive. | 1 | 2 | 3 | 4 | 5 |
| TAN 2       | Equipment and tools used in service delivery are functional.                     |   |   |   |   |   |
| TAN 3       | Staff in this local government appear smart and professional                     |   |   |   |   |   |
| TAN 4       | Physical materials (e.g., forms and signposts,) are clear and well-presented     |   |   |   |   |   |

**END**  
**THANK YOU FOR YOUR TIME**

## **Appendix II - Introduction Letter**

### Krejcie and Morgan Sample size Table

| <i>Table for Determining Sample Size of a Known Population</i> |    |     |     |     |                                           |      |     |         |     |
|----------------------------------------------------------------|----|-----|-----|-----|-------------------------------------------|------|-----|---------|-----|
| N                                                              | S  | N   | S   | N   | S                                         | N    | S   | N       | S   |
| 10                                                             | 10 | 100 | 80  | 280 | 162                                       | 800  | 260 | 2800    | 338 |
| 15                                                             | 14 | 110 | 86  | 290 | 165                                       | 850  | 265 | 3000    | 341 |
| 20                                                             | 19 | 120 | 92  | 300 | 169                                       | 900  | 269 | 3500    | 346 |
| 25                                                             | 24 | 130 | 97  | 320 | 175                                       | 950  | 274 | 4000    | 351 |
| 30                                                             | 28 | 140 | 103 | 340 | 181                                       | 1000 | 278 | 4500    | 354 |
| 35                                                             | 32 | 150 | 108 | 360 | 186                                       | 1100 | 285 | 5000    | 357 |
| 40                                                             | 36 | 160 | 113 | 380 | 191                                       | 1200 | 291 | 6000    | 361 |
| 45                                                             | 40 | 170 | 118 | 400 | 196                                       | 1300 | 297 | 7000    | 364 |
| 50                                                             | 44 | 180 | 123 | 420 | 201                                       | 1400 | 302 | 8000    | 367 |
| 55                                                             | 48 | 190 | 127 | 440 | 205                                       | 1500 | 306 | 9000    | 368 |
| 60                                                             | 52 | 200 | 132 | 460 | 210                                       | 1600 | 310 | 10000   | 370 |
| 65                                                             | 56 | 210 | 136 | 480 | 214                                       | 1700 | 313 | 15000   | 375 |
| 70                                                             | 59 | 220 | 140 | 500 | 217                                       | 1800 | 317 | 20000   | 377 |
| 75                                                             | 63 | 230 | 144 | 550 | 226                                       | 1900 | 320 | 30000   | 379 |
| 80                                                             | 66 | 240 | 148 | 600 | 234                                       | 2000 | 322 | 40000   | 380 |
| 85                                                             | 70 | 250 | 152 | 650 | 242                                       | 2200 | 327 | 50000   | 381 |
| 90                                                             | 73 | 260 | 155 | 700 | 248                                       | 2400 | 331 | 75000   | 382 |
| 95                                                             | 76 | 270 | 159 | 750 | 254                                       | 2600 | 335 | 1000000 | 384 |
| <i>Note: N is Population Size; S is Sample Size</i>            |    |     |     |     | <i>Source: Krejcie &amp; Morgan, 1970</i> |      |     |         |     |