

**EFFECTS OF EMPLOYEE PARTICIPATION ON IMPROVEMENT OF
SERVICE DELIVERY PERFORMANCE IN TANZANIA: A CASE OF KIGOMA
DISTRICT COUNCIL**

Masudi R. Kejo

Master's Degree of Science in Human Resource Management of the

Institute of Accountancy Arusha

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(MSC-HRM/0033/2021)

**Dissertation Submitted in Partial Fulfilment of the Requirements of the
Master's Degree of Science in Human Resource Management of the
Institute of Accountancy Arusha**

OCTOBER, 2023

AUTHOR'S DECLARATION

I, **Masudi R. Kejo** declare that this dissertation is my own original work and that it has not been presented and will not be presented to any University for similar or any other degree award.

Signature.....

Date.....

CERTIFICATION BY SUPERVISOR

I the undersigned certify that I have read and hereby recommend for acceptance by the Institute of Accountancy the dissertation titled: **Effects of Employee Participation on Improvement of Service Delivery Performance in Tanzania: A Case of Kigoma District Council** in fulfillment of the requirements for the Masters of Science in Human Resources Management.

Signature.....

(Supervisor Name)

Dr. Leticia Rwabishugi

Date.....

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ABSTRACT

This study examined the effects of employee participation on the improvement of service delivery performance at Kigoma District Council. Specifically, the study assessed the level of employee participation in decision-making processes, identified the factors influencing employee participation, and determined the impact of employee participation on service delivery performance. The study was guided by the SERVIQUAL model. This research adopted a descriptive cross-sectional research design with a mixed-method research approach. The target population comprised 1690 employees of Kigoma District Council. A sample size of 284 respondents was randomly selected from the population to participate in the study. Closed-ended questionnaires, interviews, and reviews of documents were used to collect data from respondents. Data analysis was conducted through descriptive statistics and regression analysis. The results of the study revealed that subordinate employees often participate in department meetings, cross-department collaboration projects, and trade union representation. It was further revealed that subordinate employees rarely participate in setting strategic plans, formulating customer service charters, formulating performance targets and offering feedback in suggestion boxes. Moreover, the study findings revealed that compensation package ($p = .000 \leq .05$), leadership ($p = .021 \leq 0.05$) and career development ($p = .022 \leq 0.05$) have significant influence on employee participation. The study further found that employee participation ($p = .000 \leq .05$) has positive effects on the improvement of reliability, responsiveness, empathy, and assurance in service delivery. Based on these findings, this study concludes that the effect of employee participation on service delivery is influenced by compensation packages, leadership approaches, and career development opportunities. This study recommends that Kigoma District Council should enhance avenues for subordinate employees to participate in decision-making for improving service delivery. Avenues such as participation in strategic plans, and formulation of performance targets should be available for subordinate employees.

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
CAG	Controller and Auditor General
COSTECH	Commission for Science and Technology
CWT	Chama cha Walimu Tanzania
DC	District Council
LGAs	Local Government Authorities
NGO	Non Governmental Organization
OECD	Organization for Economic Co-operation and Development
PO-RALGA	President's Office Regional Administration and Local Government Authorities
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
TTU	Teacher's Trade Union
TUGHE	Tanzania Union of Government and Health Employees
USA	United States of America

CHAPTER ONE

INTRODUCTION

1.1 Background to the Problem

Local Government Authorities (LGAs) play a significant role in the provision of public services and economic growth globally. They offer vital public services like sanitization, health care, and education. LGAs carry out economic development initiatives such building transportation infrastructure and revenue collecting (OECD, 2022). Nonetheless, a number of performance issues impact LGAs. Municipal governments in the Northeast and Western regions of developed nations like the United States of America (USA) encounter performance issues such low productivity and efficiency in providing services. According to O'Loughlin and Wilson (2021) several reasons, including the revenue crisis, employee rent-seeking behaviors, minimal employee engagement in decision-making, and a weak demand for responsibility, are to blame for the performance issues. Similar to this, emerging nations like Ghana (Antwi & Analoui, 2018), Uganda (Amony, 2010), Kenya (Mwandih, et al., 2018), and Sri Lanka (Malagoda, et al., 2016) struggle with LGA performance deficits.

Decision-making involvement from employees is seen as a requirement for enhancing organizational performance (Batuli & Njoroge, 2018). As a result, governments around the globe have passed laws stipulating employees' rights to participate in decision-making. For example, since 1935, the National Labor Union Act has been enacted in the United States of America, permitting employees to engage through representation in trade unions (Hoxie, 2019). In order to provide workers in the UK the ability to influence decisions about their terms and conditions of employment, the Trade Union Act was passed in 1971 (Undy et al., 2022). Works councils, which serve as platforms for staff members to communicate ideas and information to management, are a comparatively well-established system in Europe. In order to provide workers a voice in workplace decisions, European Work Councils were formed in 1994 (European Commission, 2015).

A number of African nations have passed laws encouraging employee involvement. The Basic Conditions Employment Act No. 11 of 2002 in South Africa permits workers to engage in collective bargaining through trade unions (Republic of South Africa, 2002). Comparably, Ghana's Labour Act of 2003 permits workers to engage in talks via trade unions (Republic of Ghana, 2003). Additionally, research conducted in a number of African nations has demonstrated the significance of employee involvement for organizational success. According to research by Asare et al. (2020), employee participation in decision-making enhances the effectiveness of local government management in Ghana. Chukwuemeka (2020), Nwoko and Emerole (2017), and Chikeleze and Don-Egesimba (2021) have demonstrated the significant impact that employee participation has on organizational performance in public enterprises.

Governments in East Africa have also tried to permit employee involvement. Employee engagement through trade unions is permitted in Kenya under the Labour Relations Act No. 14 of 2007 (Republic of Kenya, 2007). Employee participation in decisions affecting their employment welfare and organizational performance is permitted in Uganda under the Employment Act of 2006 (Republic of Uganda, 2006). Additionally, a number of studies have confirmed the value of employee involvement in enhancing organizational performance in local government authorities in Kenya and Uganda, respectively, including Mwandishi et al. (2018), Ijosiga and Odubaker (2016), and Ngumbao and Muturi (2018).

In Tanzania, the Employment and Labour Relations Act of 2004 allows employees to participate in decision-making by joining and forming trade unions (United Republic of Tanzania, 2004). Moreover, the Public Service Negotiation Machinery Act of 2003 allows public service employees to negotiate employment terms and conditions through their trade unions (United Republic of Tanzania, 2003). Likewise, in Tanzania, several researchers such as Isack (2011), Mtenda (2018), and Mwakibete (2019) have established that employee

participation has significance influence on organizational performance in public and private sector in Tanzania.

In Tanzania, local government authorities also face several performance challenges. Such challenges include failure to collect sufficient revenues, failure to implement development projects, tax evasion, and corruption (Kimario, 2014). Moreover, the Controller and Auditor General (CAG) reports have shown that local government authorities in Tanzania face performance challenges. Notably, the CAG report of the performance of LGAs in the financial year 2019/2020 has shown that Kigoma District Council faces performance challenges such as failure to track ghost employees, high deduction of employees' salaries, unpaid employees' claims, delays in offering employees' promotions (National Audit Office, 2021).

Additionally, the CAG report of performance LGAs in the financial year 2020/2021 has shown that Kigoma District Council is facing numerous performance challenges in service delivery, such as the implementation of sub-standard construction projects, delays in the completion of development projects, unrecovered loans and outstanding unpaid salaries (National Audit Office, 2022).

Furthermore, previous researchers such as Joram (2020) and Rugeiyamu et al. (2019) have shown that Kigoma District Council is facing challenges in delivering public services such as health and water, respectively (Leatherbarrow & Fletcher, 2014). Organizations can meet performance expectations by effectively and efficiently utilizing employees' knowledge, skills, and experiences. Such employees' inputs are necessary to produce throughputs by producing quality products and services that satisfy customers' needs (Hook & Jenkins, 2019). In public organizations, employee participation is important for effective and efficient delivery of public services. Hence, this study examined the effects of surbonate employee participation in decision making on improving the service delivery performance of Kigoma District Council in Tanzania.

1.2 Statement of the Problem

In Tanzania, it is mandatory for Local Government Authorities to offer public services. Nonetheless, prior studies by Joram (2020) and Rugeiyamu et al. (2019) have demonstrated that Kigoma District Council is encountering difficulties in providing public services like water and health, respectively. According to Lederbarrow and Fletcher (2014), employee participation is a crucial procedure for a business to operate effectively. Employee involvement in planning and decision-making is one of the aspects that contributes to improved organizational performance. Numerous scholars, including Don-Egesimba (2021), Mwandihhi et al. (2018), Rrustemi et al. (2021), and Irawanto (2021), have attested to the importance of employee participation in organizational effectiveness. These researchers have demonstrated how subordinate employees' participation in decision-making enhances service delivery and performance in corporate settings.

Despite the contribution of previous research studies, there is limited information about the Effect of employee participation in decision-making in improving the performance of local government authorities in Tanzania where public service reforms emphasized adoption of participatory management practices in service delivery. Previous empirical research on employee participation in Tanzania has focused on SMEs (Mwakajila et al, 2020), higher education institutions (Mtenda, 2018), pension funds (Mallya, 2013), and NGOs (Mwakibete, 2019).

Therefore, the current study seeks to bridge knowledge gaps by examining effects of employee participation on improving service delivery performance in Kigoma District Council.

1.3 General Objective of the Study

The general objective of this study was to examine the effect of employee participation in decision making on the improvement of service delivery performance in Kigoma District Council in Tanzania.

1.4 Specific Objectives

Three specific objectives were achieved in this study.

- (i) To find out employee participation practices implemented in Kigoma District Council.
- (ii) To examine factors that influence employee participation in decision making in Kigoma District Council.
- (iii) To establish whether employee participation in decision making has a significant effect on improving service delivery performance in Kigoma District Council.

1.5 Research Questions

The study was guided by three specific objectives.

- (i) What practices are implemented to promote employee participation in decision making Kigoma District Council?
- (ii) Which factors influence employee participation in decision making in Kigoma District Council?
- (iii) Does employees' participation in decision making have a significant effect on improving service delivery performance in Kigoma District Council?

1.6 Hypothesis

This study has tested the following hypothesis.

Ho-Employee participation in decision-making does not have a significant effect on improving service delivery performance in Kigoma District Council.

Ha- Employee participation in decision-making has a significant effect on improving service delivery performance in Kigoma District Council.

1.7 Scope of the Study

This study was conducted in Kigoma District Council located in Kigoma Region. In terms of the scope of variables, this study investigated employee participation as the independent variable and service delivery performance as the dependent variable. In terms of time scope, this study was conducted for nine months, from January 2023 to September 2023. In terms

of methodology, this study applied a quantitative research approach involving random sampling, questionnaires in data collection, and statistical methods in data analysis.

1.8 Limitations of the Study

Three limitations were encountered during data collection. The initial obstacle was the time-consuming process of obtaining a research permit, which unfortunately led to a delay in data collection. Secondly, there was limited availability of respondents. Some respondents were not present during data collection. This limitation was addressed through a flexible data collection approach. Lastly, some questionnaires contained missing responses. The researcher addressed the limitation by follow-up calls. Respondents were asked to go through responses and fill the missing data.

1.9 Significance of the Study

The findings of this study provides both theoretical and practical benefits for stakeholders. Theoretically, this study has generated new knowledge about employee participation's effects on improving service delivery. The knowledge contributes to understanding human resource management's position in service delivery performance. Moreover, the findings of this study guide future researchers in literature review and identification of knowledge gaps.

In terms of practical contributions, the uptake of the findings of this study findings will enable Kigoma District Council to revisit strategic plans. Kigoma District Council may use the findings of this study to improve future strategic plans by incorporating employee participation as an essential element of service delivery. The findings of this study also to formulation of public human resource policies at the President's Office-Regional Administration and Local Government Authorities (PO-RALGA).

1.10 Brief Organization of the Dissertation

This dissertation is composed of five chapters. The first chapter presents an introduction to the research problem. The second chapter is about the literature review. The chapter comprises the theoretical literature review, empirical literature review, knowledge gaps, theoretical

frameworks, and conceptual framework. The third chapter describes the research methodology of the study. The chapter includes the study area, research design, research approach, population, sample size and sampling techniques, data collection methods, pilot study, data analysis methods, validity and reliability, and ethical considerations.

The fourth chapter covers presentation and discussion of findings. The chapter comprises of introduction, presentation of findings, discussion of findings and summary. The fifth chapter covers conclusions and recommendations. The chapter also includes limitations of the study and areas for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a literature review that guided the assessment of the effect of employee participation on service delivery. The chapter comprises theoretical and empirical literature on the study's specific objectives, knowledge gaps, and theoretical and conceptual frameworks.

2.2 Theoretical Literature Review

The theoretical literature review comprises of what the authors either say or write in terms of research objectives of the study.

2.2.1 Definitions of Key Concepts

This study has three key concepts: participation, employee participation, service delivery

(i) The Concept of Participation

The term "participation" has been defined by several academics. Three definitions of participation are reviewed in this study. Gbortu (2018) asserts that participation entails the inclusion of underprivileged people in the process of development. Gbortu's definition's main drawback is that it doesn't specify the extent of engagement. Therefore, it's unclear if participation includes taking part in project implementation or decision-making. Furthermore, only marginalized groups are allowed to participate under Gbortu's criteria. It leaves out other groups, like employees..

Nabatchi and Leighninger (2015) define participation as incorporating individuals' concerns, needs, interests, and values into public decisions and actions. Nabatchi and Leighninger's definition is broader than Gbortu's (2018) definition. Nabatchi and Leighninger's (2015) definition may apply to diverse individuals, including employees, community members, and other interest groups. Moreover, Nabatchi and Leighninger (2015) have defined the scope of participation- decision-making and action-taking.

(ii) The Concept of Employee Participation

When workers are involved in decision-making, planning, designing, and delivering goods and services, it is referred to as employee participation (Khalid & Nawab, 2018). Employee participation in focus groups, team meetings, surveys, and brainstorming sessions are just a few of the various ways it might manifest (Hyman, 2018). Employee participation aims to give workers a voice at work. Participation also empowers employees to actively determine the company's direction (Markey et al., 2017).

Employee participation can be beneficial to both the employees and the organization. For employees, it can increase job satisfaction, motivation, and commitment to the organization (Khalid & Nawab, 2018). For the organization, employee participation can enhance decision-making, improve communication, increase innovation and creativity, and improve employee retention (Segalla, 2021).

(iii) The Concept of Service Delivery

Different scholars have attempted to define the concept of service delivery. Alford and O'Flynn (2012) define service delivery as providing intangible experiences in the form of services that benefit users. This definition provides an understanding of the aim of service delivery. However, it does not describe the types of service providers.

Zinyama (2021) defines service delivery as providing social services such as education, health, and transport infrastructure. This definition does not describe the aim of service delivery and the types of service providers.

In this study, services delivery is the process of providing public services to the members of the public to meet the needs of the public, such as health, water, education, transport, banking, accommodation, and recreation. The government or private sector can do service delivery.

(iv) The Concept of Subordinate Employee

Different scholars have defined the concept of subordinate employees. According to Varma et al. (2020) sub-ordinate employees are employees that report to supervisor who is in charge of monitoring and evaluating their performance. Subordinate employees receive directions from the the immediate supervisor who may be a head of department, a director of a unit or senior manager. Varma et al. (2020) further argues that positive relationship between subordinates and superiors is important for influencing the desired performance results.

Richard et al. (2021) define subordinates as employees that are placed to work certain hierachical structure in an organization. Richard et al. (2021) further posit that extent to which subordinates participate in decision making largely depends the level of power distance between supervisors and subordinates. Supervisors with high power distance orientation are likely to dismiss participation in decision making in attempt to maintain their status quo. Subordinates that work high power distance orientation are likely to have little or no voice in decision making. On the other hand, supervisors with low power distance orientation tend to work closely with subordinates in decision making about task execution. Such supervisors allow subordinates to challenge decisions and offer constructive criticisms that can help to improve performance.

2.2.2 Employee Participation Practices

Employee participation can occur at all organizational levels, from frontline employees to senior management (Cheney, 2018). Employee participation can also occur in different areas of the organization, such as developing new products or services, implementing new policies or procedures, or improving existing processes (Carby-Hall, 2019). Practices of employee participation vary by country and industry. Some typical forms of employee participation include:

(i) Work councils

Work councils are employee-representative committees collaborating with management to make decisions regarding workplace policies, procedures, and working conditions. Works councils are prevalent in many European nations, including Germany, France, and Austria (Carby-Hall, 2019). In countries such as Tanzania, Work Councils are allowed under the Employment and Labour Relations Act of 2004. However, worker councils are not functioning effectively. For instance, in 2020, the then Minister of State for Policy, Parliamentary Affairs, Labour, Employment, Youth and the Disabled indicated that there were 211 workers' councils in LGAs in Tanzania. However, only 161 were operating (Daily News, 2020).

(ii) Collective Bargaining

Collective bargaining is when employee representatives negotiate wages, benefits, and other employment terms with management. Numerous European nations have powerful labor unions, and collective bargaining is widespread (Liukkunen, 2019). Collective bargaining is also prevalent in developing nations. The labor laws of Tanzania, Kenya, and Uganda permit employees to join and form trade unions to advocate for their rights and interests.

(iii) Representation on Company's Board

In some European nations like Germany and the Netherlands, employee representatives sit alongside management representatives on corporate boards. Representation on Company's Board gives employees a say in business decisions. (Carby-Hall, 2019). The inclusion of Worker representation in a company's board of directors is common practice in countries in the Organization for Economic Co-operation and Development (OECD). Countries such as Sweden and Norway allow the representation of employees on the company's board of directors. France, Croatia, Ireland, and Luxembourg allow workers' representation on the company's board of directors in state-owned companies (Munkholm, 2018).

(iv) Ownership of Shares

In some European countries, such as the United Kingdom and France, companies may offer employees the opportunity to purchase company shares (Tian et al., 2017). Share ownership can give employees a sense of ownership and a stake in the company's success. Multinational Companies in several countries in North America and Europe invest in rewarding employees with stock to reduce labour turnover (Henning et al., 2023). For instance, Amazon.com in the USA provides stock ownership to employees as part of rewards. These shares are called Restricted Stock Units (RSUs). RSUs are added to the employee compensation package (Choi & Presslee, 2023). Ownership of shares may not prevail in the public sector, where the general public owns organizations.

(v) Participation of Employees in Decision-making

Employees participate in decision-making via platforms such as regular meetings between management and employee representatives, employee surveys, or other means of communication. African public sector organizations frequently utilize performance management systems to evaluate and provide employee feedback. Performance appraisals can aid in identifying areas for improvement and provide employees with opportunities to excel. In Tanzania, guidelines for performance appraisal allow public servants to participate in setting performance targets and reviewing performance. However, employee participation in setting performance objectives remains minimal (Boniface, 2014).

(vi) Grievance Mechanisms

African public sector organizations have established grievance mechanisms allowing employees to report work-related concerns such as harassment, discrimination, and workplace safety (Melchades, 2013). However, in the public sector in Tanzania, employees are skeptical about utilizing grievance procedures due to shortcomings such as lack of conflict

management skills among human resource officers, favoritism, and organizational power politics (Mubezi, 2013).

In general, European employee participation practices are more extensive than in most other regions due to the cultural emphasis placed on employee rights and workplace democracy in numerous European nations. In Africa, employee participation still needs to be improved despite supportive legislation.

2.2.3 Factors Influencing Employee Participation

Several factors can influence employee participation in the workplace. Such factors include organizational culture, leadership styles, human resource development, compensation package, and perceived value of participation.

(i) Organizational Culture

An organization's culture can affect employee participation. An organizational culture that incentivizes and recognizes employee participation and engagement can result in greater employee involvement and motivation (Hasan et al., 2020). Organizational culture has a significant influence on employee participation. A positive and inclusive culture can encourage employees to participate in workplace activities and initiatives (Nica, 2016).

An organizational culture that values and encourages participation can motivate employees to engage more actively in their work. Such a culture can create an environment where employees feel valued for their ideas and contributions (Fung et al., 2017). Moreover, an organizational culture that supports open communication encourages employees to share their opinions and ideas (Hasan et al., 2020). A culture that promotes collaboration can encourage employees to work together to achieve common goals (Nikpour, 2017).

(ii) Leadership Styles

Leadership styles can also affect employee participation within an organization. Leaders who are encouraging, approachable, and receptive to new ideas foster an environment in which employees feel at ease expressing their opinions and contributing to decision-making (Singh & See, 2022).

Different leadership styles can affect how much employees are willing to participate and contribute to the organization's goals. For instance, autocratic leadership can discourage participation and make employees feel undervalued (Putri et al., 2021). Participatory leadership allows employees to have a say in decision-making. Employees are encouraged to participate and contribute their ideas (Sridhar & Thiruvankadam, 2014). This approach can lead to a more engaged and committed workforce. Transformational leadership fosters a sense of shared purpose and encourages employees to participate in achieving the organization's objectives (Singh & See, 2022).

(iii) Training and development

Employees who receive training and development opportunities tend to be more engaged with their work and feel a greater sense of connection and participation (Costen & Salazar, 2011). Human resource training can positively influence employee participation by enhancing skills and knowledge to improve employees' confidence, understanding of organizations' operations, and engagement in pursuing individual and organizational goals (Johari et al., 2013).

(iv) Compensation

The level of compensation and benefits can also impact employee participation. Employees who believe they are compensated fairly for their efforts are more likely to be engaged and motivated. Well-compensated employees perceive participation as a valuable contribution to organizational goals (Indriyani & Heruwasto, 2017). Employees dissatisfied with their

compensation believe their efforts are unappreciated and their suggestions are disregarded (Abel, 2013).

2.2.4 Effect of employee participation on Improvement of Service Delivery

In the current competitive world, customers and taxpayers require quality services matching value for money (Podger et al., 2018). Employees interact with customers directly during service provision. Employees are aware of customers' needs, interests, and challenges. Therefore, employee engagement and involvement are essential for improving service quality (Ngumbao & Muturi, 2018).

Employee participation in service helps to cultivate relationships between service providers and customers. Employees bridge the communication gap between the management of service providers and customers (Barinua & Godwin, 2022). Customers can provide reviews about the quality of services by communicating their opinions to employees. As a result, employees can influence the improvement of service delivery by presenting customers' opinions to the management (Walley & Amin, 2014).

2.3 Empirical Literature Review

The empirical literature review covers previous studies that are related to the specific objectives of this study.

2.3.1 Employee Participation Practices

The first specific objective of this study was to find out employee participation practices implemented in Kigoma District Council. This sub-section highlights empirical literature on employee participation practices. A study by Ontiri (2018) investigated employee participation's effect on improving water service delivery in Nairobi City County in Kenya. The study utilized a quantitative approach in sampling, data collection, and analysis. The study has revealed that Nairobi Water Sewerage Company uses direct and indirect forms of employee participation. Direct forms of employee participation include setting organizational goals, work

plans, employee suggestions, problem-solving, management meetings, and autonomous work groups. The indirect forms of participation include participation through trade unions representative, financial participation schemes, and workers councils. The strength of the study by Ontiri (2018) is that it has analyzed different forms of employee participation and their linkage to water service delivery performance.

Lawrance (2018) assessed the effect of employee participation on the delivery of water services in Kampala, Uganda. The study revealed that employees participate in improving service delivery by providing valuable solutions for solving customers' problems, sharing views with supervisors, and discussing budget planning. Lawrance (2013) further revealed mechanisms of employee participation such as consultation, involvement, and empowerment.

In the context of Tanzania, studies have investigated employee participation practices. Samson (2011) investigated the Impact of employee participation in decision-making at TANROADS in Tanzania. The study applied qualitative and quantitative methods in data collection and analysis. The study revealed that employees participate through trade union representatives who advocate for the rights and interests of employees. Samson (2011) further revealed that employees participate directly in general staff meetings and department meetings. Employees participate in three areas: problem-solving, policy formulation, and making decisions about annual leave. The study by Samson (2011) has provided a comprehensive understanding of various forms of employee participation. Nevertheless, the study focused on executive agencies. Hence, the knowledge may not represent employee participation practices in local government authorities such as Kigoma District Council.

Similarly, Assenga (2014) investigated employee involvement's effectiveness in Serengeti Breweries Limited (SBL) performance in Tanzania. The study employed a case study design that combined qualitative and quantitative data collection and analysis methods. The study

revealed that SBL employees participate in decisions through staff meetings, department meetings, and trade union representatives.

Aliko (2020) assessed employees' participation in decision making at Mbeya City Council in Tanzania. The study applied a mixed method design which involved qualitative and quantitative methods. The study revealed that employees participate by providing suggestions during staff meetings and through their trade unions' representatives. Aliko (2020) explained employee participation practices in LGAs in Tanzania. However, the assessment of employee participation was not linked to service delivery. Hence, there are knowledge gaps.

Mtenda (2018) assessed the Impact of employee participation on decision making at the University of Dodoma in Tanzania. The study revealed that employees participate in decision making through workers' representatives, workers' councils, collective bargaining, and consultation of individual employees.

2.3.2 Factors Influencing Employee Participation

The second objective was to examine factors influencing employee participation in Kigoma District Council. This sub-section highlights empirical literature on factors that affect employee participation practices.

Vijayashree and Chandran (2019) assessed factors influencing the participation of employees in making decisions in organizations in Chennai in India. The study applied a quantitative research approach to data collection and analysis. The study revealed that employee participation in decision making is influenced by the level of satisfaction with compensation packages, availability of career development programmes, and perceived value of participation by employees. The major strength of this study is its data analysis. Statistical tests such as ANOVA helped to understand the difference among respondents in their perception of factors influencing employee participation.

Regarding limitations, the study by Vijayashree and Chandran (2019) has methodology flaws. For instance, the study has not indicated the population from which the sample size of 50 respondents was selected. Moreover, the study did not describe sampling methods and techniques to select respondents.

Altehrebah et al. (2019) investigated the factors influencing employee engagement at Sana'a University in the Republic of Yemen. The study applied a qualitative research approach, which involved structured surveys in data collection and statistical methods in data analysis. The study's results have revealed that employee engagement is influenced by three factors: communication channels, attractive rewards, and availability of career development opportunities. The limitation of the study by Altehrebah et al. (2019) is that it did not describe the research design and sampling methods.

Hasan et al. (2020) assessed the Impact of organizational culture on employee engagement among government banks at Malang in Indonesia. The study has shown that when organizational culture provides a sense of belonging, it can motivate employees to engage and participate in organizational decision-making activities actively. The major limitation of the study by Hasan et al. (2020) is that it solely focused on organizational culture. The findings do not comprehensively understand the multiple factors influencing employee participation.

Similarly, Njuguna (2016) assessed the influence of organizational culture on employee engagement at Kenya Commercial Bank (KCB) in Kenya. The study applied quantitative research methods in sampling respondents and collecting and analyzing data. The study has revealed that the organizational culture of entrepreneurship among employees motivates active participation and dedication in serving existing customers and recruiting new ones.

Ngoisa (2015) assessed factors influencing employee engagement at the Bank of Tanzania in Arusha Branch. The study revealed that working relationships among employees, work-life

balance, quality of leadership, availability of career growth opportunities, performance management, and compensation package influence employee engagement at BoT.

2.3.3 Effects of Employee Participation on Service Delivery

The third objective was to establish whether employee participation significantly improves service delivery performance in Kigoma District Council. This sub-section provides empirical literature on the effects of employee participation on service delivery.

Ezeanolue and Ezeanyim (2020) analyzed the Impact of employee participation in decision making on the performance of manufacturing industries in Nigeria. The study employed a survey research design involving quantitative data collection and analysis methods. The study has revealed that employee participation mechanisms such as consultation, delegation, and involvement significantly affect the improvement of organizational productivity in manufacturing of industrial products. Ezeanolue and Ezeanyim (2020) conducted research in the private sector. Hence, the study's findings may not explain employee participation in public sector organizations.

Daniel (2019) assessed the impact of employee participation on the performance of the banking sector in Nigeria. The study applied quantitative research methods in data collection and analysis. The results from hypothesis testing revealed a positive association between employee participation and organizational performance. This study was done in the private sector. Hence, findings may not explain the Impact of employee participation on service delivery in local government authorities.

A study by Ontiri (2018) investigated employee participation's effect on improving water service delivery in Nairobi City County in Kenya. The study applied a quantitative research approach which involved a sample size of 148 respondents randomly selected from Nairobi Water Sewerage Company. Data were collected through structured interviews while analysis was performed through descriptive and regression statistics. The study has shown that direct

and indirect forms of employee participation have a significant positive effect on improving the efficiency and effectiveness of the delivery of water services. In terms of strengths, the study by Ontiri (2018) applied regression analysis, which helps establish the independent variable's effects on the dependent variable. In terms of limitation, the study focused only on water service delivery. Hence, the findings may not explain employee participation's role in other public services such as education and health.

Nakesa and Wanjira (2020) assessed the effect of employee involvement in the improvement of the delivery of customer services at Restaurants in Nairobi in Kenya. The study applied a quantitative research approach which involved testing the hypothesis through regression analysis. The study findings revealed that employee involvement significantly affects customer service delivery. The limitation of the study by Nakesa and Wanjira (2020) is that it did not show indicators for assessing employee involvement and indicators for assessing service delivery.

Lawrance (2018) assessed the effect of employee participation on the delivery of water services in Kampala, Uganda. The study has shown that employee participation in human resource policies, safety, and health helps identify conditions necessary for improving water service delivery. The study further revealed that employee autonomy and employee psychological empowerment help to improve service delivery.

2.4 Knowledge Gaps

Several studies have assessed practices of employee participation. Some studies were done on water utilities in Kenya and Uganda, respectively (Lawrance, 2018; Ontiri, 2018). Other studies were done in various public organizations in Tanzania, such as TANROADS (Samson, 2011), the University of Dododma (Mtenda, 2018), and Mbeya City Council (Aliko, 2020). Hence, there is scant knowledge of employee participation practices in LGAs in Tanzania.

Besides, several studies have shown that employee participation is influenced by factors such as organizational culture, leadership styles, career development opportunities, and compensation. These studies were done in various contexts, such as universities in (Yemen Altehbah et al.,2019), commercial banks in Kenya (Njuguna, 2016), government banks in Indonesia (Hasan et al., 2020), Bank of Tanzania (Ngoisa, 2015). This review suggests limited research about factors that influence employee participation in LGAs.

In addition, several studies have shown that employee participation positively affects service delivery and organizational performance. The studies were done in the manufacturing industries in Nigeria (Ezeanolue & Ezeanyim, 2020), the banking sector in Nigeria (Daniel, 2019), the water sector in Kenya and Uganda (Ontiri, 2018; Lawran ce, 2018), and the hotel sector in Kenya (Nakesa & Wanjira, 2020). From the empirical review, it is evident that there is limited knowledge about the effects of employee participation on service delivery in local government authorities.

Therefore, the current study has bridged the knowledge gap by assessing the effects of employee participation in service delivery in Kigoma District Council in Tanzania. The study has investigated the practices of employee participation and factors influencing employee participation.

2.5 Theoretical Framework/ Research Model

This study was guided by the SERVQUAL model. The SERVQUAL model is a tool for measuring customer expectations and perceptions about service quality. The model was proposed by A. Parasuraman, Valarie Zeithaml, and Leonard L. Berry in 1985. The model proposes five dimensions of measuring service quality. They include Reliability, Responsiveness, Empathy, Assurance, and Tangibles. Tangibles include physical facilities, equipment, and the appearance of personnel. Reliability measures the ability to deliver the promised results accurately. Responsiveness means the willingness to help customers and

provide prompt services. Assurance includes knowledge and courtesy of employees and the ability to inspire trust and confidence. Empathy means providing caring and individualized attention to customers (Parasuraman et al., 1985).

The model assesses service quality using a standardized questionnaire, a 22 items instrument called SERVQUAL, used to assess customers' perceptions of service quality in service-based organizations. The Reliability dimension has 5 items. The responsive dimension has 4 items. The Assurance dimension has 4 items. The empathy dimension has 5 items and the Tangibles dimension has 4 items. The customers' perceptions are measured using a 7-point agreement scale ranging from Strongly Disagree (1) to Strongly Agree (7). The 22 items of the SERVQUAL Questionnaire are shown in Table 2.1 (Parasuraman et al., 1985).

Table 2.1 Service Delivery Indicators

SN	Indicators	Measures
1	Tangibles	1. Availability of modern equipment 2. Employees have a neat and professional appearance. 3. Facilities for offering services are visual appealing. 4. Offices have convenient waiting places for customers
2	Reliability	5. The organization delivers services within the promised time. 6. The organization is dependable in handling the problems of customers. 7. The organization maintains error-free records. 8. Advertisement and promotion of services reflect reality. 9. Customers trust the organization transactions
3	Responsiveness	10. The organization is willing to help customers 11. The employees are willing to respond to customers' inquiries. 12. The organization has an effective complaint-handling process. 13. The employees respond to customers on time
4	Assurance	14. Employees instill confidence in customers 15. Employees make customers feel safe about the services. 16. Employees are consistently courteous. 17. Employees have knowledge of service customers
5	Empathy	18. Employees give customers individual attention 19. Employees care for customers. 20. Employees have customers' best interests at heart. 21. Employees understand the needs of customers. 22. The organization operates at a convenient time for customers.

Source: Parasuraman et al. (1985)

The SERVQUAL model has received criticism from different perspectives. Ahmed and Shoeb (2009) argued that customers' perception scores should not be the sole measure of service quality because customers can provide biased opinions that do not reflect reality.

Despite such criticism, the SERVQUAL model has been recommended and widely used as a benchmark for empirical assessment of service quality in different sectors. Kirubashini and Williams (2016) recommended that higher education institutions can adopt the SERVQUAL model to measure gaps between expectations and perceptions of higher education services. Tazreen (2012) has adopted the SERVQUAL model to measure customers' perceptions of the quality of banking services. Kansal et al. (2017) have applied the SERVQUAL model to measure customers' perceptions about the quality of water services in Songea and Mbeya towns in Tanzania.

Therefore, this study adopted the SERVQUAL model to measure employees' perceptions of the effects of participation on the improvement of service delivery in terms of service tangibles, service reliability, service responsiveness, service assurance and service empathy. The model was applied to formulate constructs for dependent variables on services quality. This is shown in Figure 1 in the conceptual framework.

2.6 Conceptual Framework

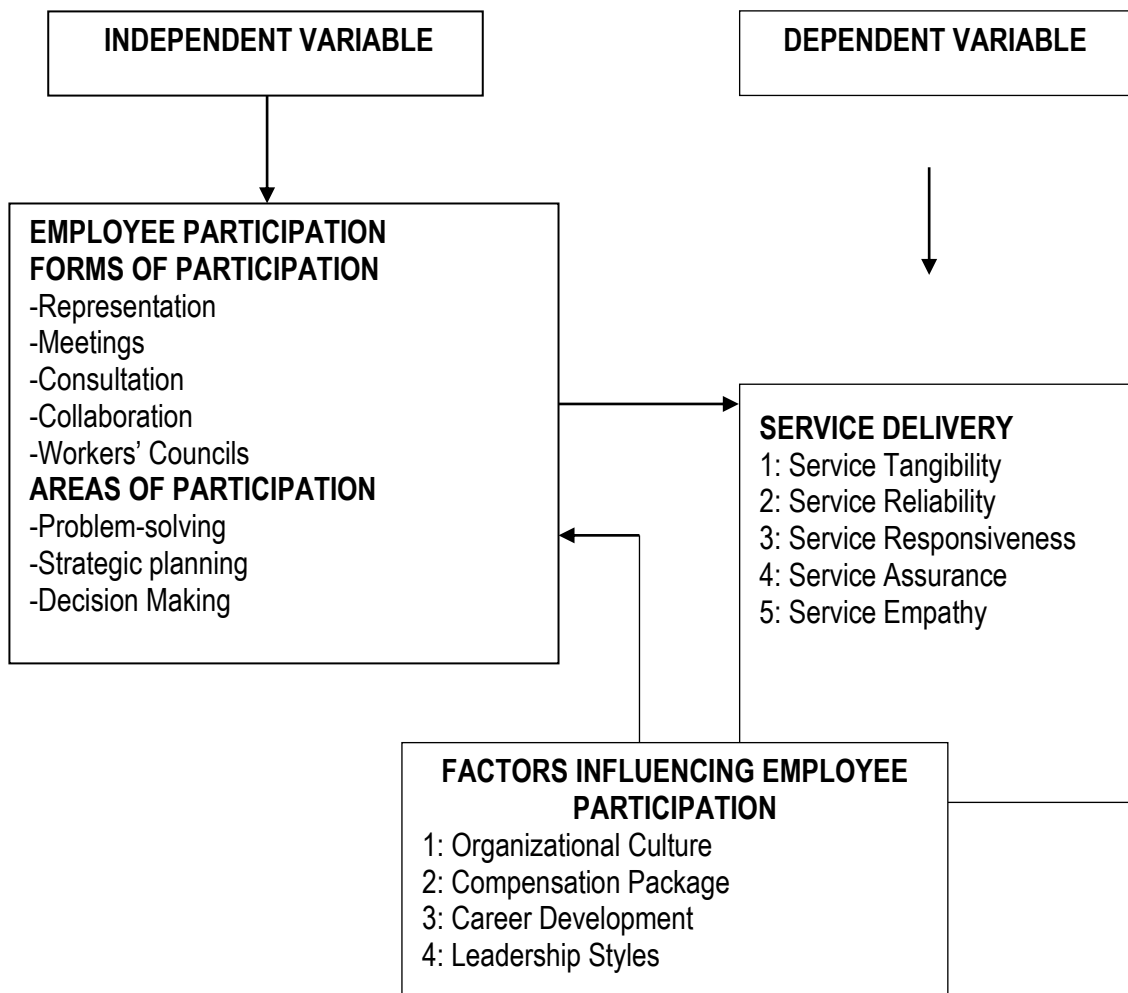
The conceptual framework in Figure 2.1 shows that this study assessed three variables. The independent variable was represented by the Impact of employee participation. The dependent variable was represented by service delivery. The intervening variable was presented by factors that influence employee participation.

The conceptual framework in Figure 2.1 indicates that this study measured the relationship between employee participation and service delivery performance at Kigoma District Council. Based on the conceptual framework in Figure 2.1, this study assumed that forms/mechanisms of employee participation have significance impact of service delivery in terms of tangibility,

reliability, responsiveness, assurance and empathy. This relationship was measured through linear regression analysis.

The relationship between the independent and dependent variables was mediated by factors influencing employee participation. This study assumed that factors such as organizational culture, compensation package, career development and leadership styles influence employees to participate in decision making for service delivery.

Figure 2. 1: Conceptual Framework



Source: Researcher 2023

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents research methodology for investigation effects of employee participation in decision on improvement of service delivery at Kigoma District Council. The chapter includes description of study area, research design, research approach, population and sample size, sampling strategies, data collection methods, pilot study, data analysis techniques, validity and reliability, and ethical considerations.

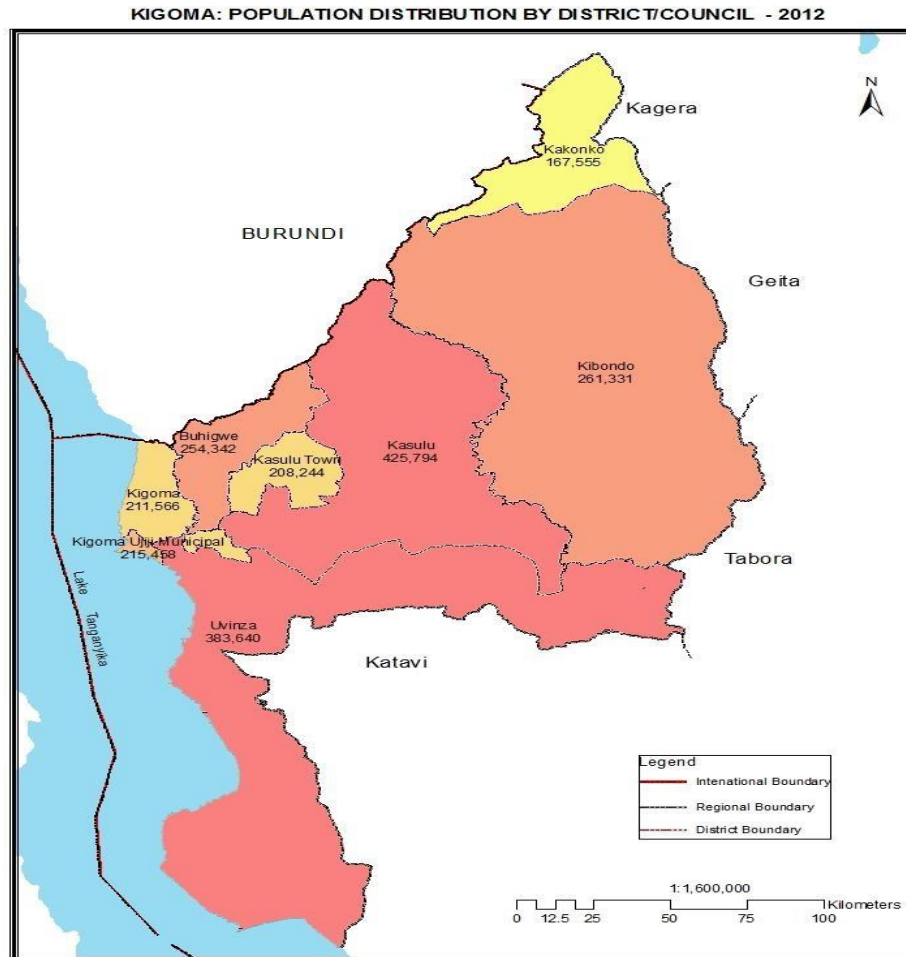
3.2 Study Area

The area of this study was Kigoma District. Kigoma District is one of the eight administrative district of Kigoma region. The District occupies 967.7 km² (373.6 sq mi), or around 20.8% of the region's total size. Lake Tanganyika is its western neighbor. The district is bordered to the east by Buhigwe and Kasulu Districts, and to the south by Kigoma-Ujiji and Uvinza Districts. The economic activities of Kigoma District include fishing, agriculture, tourism and trade (URT, 2019).

Kigoma District has a population of 211,566 people (NBS, 2012). The tribal communities of Kigoma District include Waha, Wabembe, Wabwari and Watongwe tribes. The local governance authority of Kigoma District is called Kigoma District Council. Administratively, KDC covers 16 wards, 46 villages and 280 hamlets (URT, 2016). KDC comprises of departments that include Administration and Human Resources Management, Finance and Accounts Unit, Internal Audit Unit, Procurement Management Unit, ICT unit, Legal Services Unit, Planning and Coordination, Community Development, Infrastructure, Rural and Urban Development, Pre and Primary Education, Secondary Education, Natural Resources and Environment Conservation Unit, Waste Management Sanitation Unit, Government Communication Unit, Agriculture, Livestock and Fisheries, Sports Culture and Arts Unit, Industry, Trade and Investments, Health, Social, Welfare and Nutrition Services.

Kigoma District was chosen as the study area of this research because it facing the challenges of poor service delivery in public services such as education, and health.

Figure 3. 1: Map Showing Kigoma District Council



Source: NBS (2012)

3.3 Research Design

The present study utilized the descriptive cross-section research design. According to Wang and Cheng (2020), a descriptive cross-sectional study design aims to describe a population's characteristics and opinions regarding a particular phenomenon by using data gathered from a representative sample of the population of interest. Ihudiebube-Splendor and Chimeke (2020) argue that a descriptive cross-sectional design also describes the status of phenomena at a particular point in time.

Descriptive-cross section design was appropriate in this study because it enabled the researcher to describe employee participation practices and factors influencing subordinate employee participation in Kigoma District Council. Descriptive-cross section design also matched the time frame of the study, which spanned for six months. Hence, descriptive cross-section design helped the researcher investigate employee participation's role in service delivery at the specified time frame.

3.4 Research Approach

The study employed a mixed method research approach to assess influence of employee participation on service delivery improvement. Muijjs (2010) posits that mixed method research approach combines quantitative and qualitative methods to investigate a research problem.

The mixed method research approach was appropriate to this study for two reasons. First, the combination of quantitative and qualitative methods in data collection and analysis it facilitated testing the hypothesis as well as exploring in details practices of employees' participation at Kigoma District Council.

3.5 Population and Sample Size

The population of this study comprised 1690 employees that are working in 18 departments of Kigoma District Council. The population for each department is shown in Table 3.1

Table 3. 1: Population of Employees at Kigoma District Council

SN	Department	Population Size (N)
1	Administration and Human Resource	76
2	Community Development and Social Welfare	12
3	Finance and Trade	7
4	Infrastructure, Rural and Urban Development	3
5	Pre-primary and Primary Education	1016
6	Secondary Education	338
7	Natural Resources and Environmental Conservation	8
8	Agriculture, Irrigation and Cooperative	12
9	Livestock and Fisheries	12
10	Planning, Statistics and Monitoring	3
11	Health	194
12	Internal Audit Unit	3
13	Procurement Management Unit	3
14	Information and Communication Technology Unit	3
	Total	1690

Source: Kigoma District Council (2023)

Sample size was derived by using the following formula for sample size calculation.

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

Source: Israel (2009)

Where n=sample size, N=population which is 1690, e=margin error which is 0.05,

$$\text{Therefore } n = \frac{1690}{1 + 0.05^2 \times 1690}$$

$$n = 323$$

Therefore, the sample size of this study was 323 respondents. However, study was comprised of 284 respondents, who accounted for 87.9% of the sample. The remaining 39 (12.1%) were not able to participate in this study because of various reasons. Some were on work leave while some had travelled for work purposes.

3.6 Sampling Strategy

This applied stratified sampling strategy to select respondents. Stratified sampling is a technique of random sampling which is used to select respondents from a diverse population. Stratified sampling enables a researcher to divide the diverse population into sub groups called strata and then select a representative sample from each group (Arnab, 2017).

Stratified sampling was the right sampling strategy for this study because it enabled the researcher to select representative sample of subordinate employees from each department of Kigoma District Council. The stratified sampling of this study comprised of three steps. The first step involved creation of sampling frame for each department. The second step involved determining proportional sample size from each stratum.

The third step involved stratified sampling calculation. The formula for stratified sampling calculation is $\text{population of stratum} / \text{total population} \times \text{sample size}$. Stratified sampling calculation is shown in Table 3.2.

The third step involved use of a table of random numbers to select a representative sample from each stratum. The table of random numbers was generated on Microsoft Excel. To select respondents, the researcher obtained a list of names of employees of each department. Each name was assigned with a serial number to facilitate random selection.

Table 3. 2: Stratified Sampling Procedure of the Study

SN	Department	Population (N)	Sampling	Sample size (n)	%
1	Administration and Human Resource	76	$76/1690 \times 323$	15	4.6
2	Community Development and Social Welfare	12	$12/1690 \times 323$	2	0.6
3	Finance and Trade	7	$7/1690 \times 323$	1	0.3
4	Infrastructure, Rural and Urban Development	3	$3/1690 \times 323$	1	0.3
5	Pre-primary and Primary Education	1016	$1016/1690 \times 323$	194	60
6	Secondary Education	338	$338/1690 \times 323$	65	20
7	Natural Resources and Environmental Conservation	8	$6/1690 \times 323$	1	0.3
8	Agriculture, Irrigation and Cooperative	12	$12/1690 \times 323$	2	0.6
9	Livestock and Fisheries	12	$12/1690 \times 323$	2	0.6
10	Planning, Statistics and Monitoring	2	$2/1690 \times 323$	0	0
11	Health	194	$194/1690 \times 323$	37	11
12	Internal Audit Unit	3	$3/1690 \times 323$	1	0
13	Procurement Management Unit	4	$4/1690 \times 323$	1	0.3
14	Information and Communication Technology Unit	3	$3/1690 \times 323$	1	0.3
	Total	1690		323	100

Source: Kigoma District Council (2023)

3.7 Data Collection Methods

The study utilized questionnaires, interviews and documents in data collection.

3.7.1 Questionnaires

This study collected data through structured questionnaires. Items on the questionnaires were constructed in light of the empirical literature review and conceptual framework of the study.

Questionnaire items' responses were coded using a five-point Likert scale to measure agreement levels. Respondents were instructed to select the level of agreement (Strongly Disagree, Disagree, Not Sure, Agree, and Strongly Agree) for each item of the research question.

The questionnaire was the proper method for data collection in this study because it allowed the researcher to collect data from a large sample size at a particular time. The questionnaire method of data collection also allowed the researcher to achieve the main objective of the study. With questionnaire data, the researcher used statistical analysis methods to test the hypothesis and establish the effect of employee participation on improving service delivery.

Data collection involved three procedures. Initially, the questionnaires were distributed to respondents through physical and online methods. Subsequently, respondents were given three days to fill out the questionnaires. After that, the researcher collected the filled questionnaires from the respondents.

The questionnaires contained English and Swahili languages to facilitate respondents to answer questions (See Appendices I and II). Respondents (employees of Kigoma District Council) filled out questionnaires using their chosen language.

3.7.2 Interviews

Interviews were administered to six heads of departments to determine the extent to which employee at Kigoma District Council participate in various aspects related to service delivery. Interviews were administered by using an interview guide which comprised of open-ended questions about the level of employee participation.

3.7.3 Reviews of Documents

The study collected data from secondary sources by reviewing relevant documents such as Controller and Auditor General Reports and Strategic Plan of Kigoma District Council. Interviews. The reports helped to enrich and validate data about service delivery at Kigoma District Council.

3.8 Pilot Test

A pilot study, was executed to assess the feasibility and efficacy of the data collection instruments. The pilot study encompassed pretesting of questionnaire for data collection instruments. The pretesting was conducted at the Arusha City Council, an entity analogous to the Kigoma District Council in terms of its operational functions.

In consonance with the insights put forth by Stopher (2012), a pilot test necessitates the allocation of a sample size ranging between 3 to 10 percent of the envisaged final sample size. Conforming to this criterion, the pilot test encompassed the engagement of 32 participants, a subset that equates to precisely 10 percent of the sample size of the present study. The selection of these participants was executed through a process of randomization, thereby enhancing the representativeness of the pilot test sample, drawn from the population of employees of the Arusha City Council.

Within the precincts of the pilot study, participants were directed to scrutinize the questionnaire items and differentiate between lucid and ambiguous components. Additionally, they were entreated to express their preference regarding the linguistic formulation of the questionnaire that would facilitate their most facile response. This pilot study engendered valuable insights instrumental for refining the questionnaire, and incorporating familiar languages for respondents.

3.9 Data Analysis

3.9.1 Analysis of Quantitative Data

Data were entered and processed on the Statistical Package for Social Sciences (SPSS) version 21. Data analysis involved three steps. The first step involved data cleaning. Data were read through and missing data were identified and respondents were contacted to fill the missing responses. The unfilled questionnaires were discarded.

The second step was coding of variables. The researcher coded variables on the variable view section of SPSS. Items for demographic characteristics of respondents (sex, age,

education, years of work and department) were labeled by using nominal scale. Nominal scale helped to categorise the characteristics of respondents across demographic segments such as sex, age, education, years of work and department. Items for independent and dependent variables were entered on the label section of SPSS and then coded by using five-point Likert scale for measuring agreement levels.

The third step involved data analysis. The data for demographic characteristics of respondents were analyzed by using frequencies and percentage. Data for the first research question on employee participation practices, were analyzed by using descriptive statistics composed of mean values and standard deviation. Data for the second research question on factors that influence subordinate employee participation, were analyzed using both descriptive and inferential statistics. First, frequencies and percentage values were used to describe the average of responses regarding factors that influence employee participation. Then, regression analysis was applied to establish the significance influence of factors (organizational culture, compensation package, career development and leadership styles) on employee participation. Findings of regression were interpreted at the 0.05.

Data for the third research question on establishing whether subordinate employee participation has a significant effect on improving service delivery performance in Kigoma District Council, was analyzed by using both descriptive statistics and regression analysis. First, frequencies and percentage values were applied to describe the central tendency of responses and determine perceptions of subordinate employees about effects of participation on service delivery improvement. Then, linear regression analysis was used establish the effect of employee participation on service delivery improvement. The following linear regression model was applied.

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where: Y= The dependent variable was service delivery

β_0 =constant

β_1 =regression coefficients

X_1 = The independent variable was employee participation.

ε =Error Term.

3.9.2 Analysis of Qualitative Data

Qualitative data collected through interviews and reviews of documents were analyzed through content analysis. Interview scripts and documents were read thoroughly and then the data were categorized according research questions. Relevant contents were identified from the interview scripts and the reports.

3.10 Validity and Reliability

3.10.1 Validity

This study examined both internal and external validity. The internal validity was checked through diagnostic testing whereby the researcher validated methodology for investigating the research problem. Internal validity was performed by consulting a statistician to check whether the data collection and analysis methods were robust to help to establish cause-effect relationship between the independent and dependent variables of this study. Statistician checked data collection tool against the conceptual framework, research questions and data analysis methods. Furthermore, the researcher increased internal validity by using random sampling to select respondents and objective statistical techniques to analyze data to avoid researchers' bias.

External validity was ensured by population validity. Given the data collection tool was pre tested to the Arusha City Council whose population resembles characteristics of Kigoma District Council, the findings of this study are applicable to other Local Government Authorities such as Arusha City Council.

3.10.2 Reliability

Reliability was done to ensure dependability of results and internal consistency of data collection tools. First, internal consistency was ensured by running a diagnostic test called Cronbach Alpha test (α). After the pilot study, the data was entered on SPSS. Then the diagnostic test measured the degree of internal consistency of questionnaire items. Alpha (α) value of at least 0.75 was used as a requirement to determine internal consistency of items for each research questions.

3.11 Ethical Considerations

This research adhered research ethics prescribed by the ethics committee of the Institute of Accountancy Arusha. First of all the researcher obtained research clearance from the Institute of Accountancy Arusha. Then the research clearance was submitted to the management of Kigoma District Council for issuing of research permit.

After obtaining the research permit, the researcher ensured informed consent by orienting respondents about objectives of the study and risks and benefits of engaging in this study. The researcher inquired the management of Kigoma District Council to facilitate visiting selected departments so as to inform respondents about the research. Then the researcher ensured that respondents participated in data collection willingly.

The researcher also ensured confidentiality of respondents that participated in data collection. The respondents remained anonymous during data collection. The researcher assigned respondents with serial numbers that helped to protect their identities during data collection. Confidentiality was ensured during reporting of findings. Findings were presented in aggregative form to provide the overall picture of data without revealing identities of respondents.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

The objective of this chapter is to present and discuss the findings of the study about the effect of employee participation on the improvement of service delivery performance in Kigoma District Council in Tanzania. Findings are based on field survey of 284 employees of Kigoma District Council. The chapter covers four sections. Section 4.1 provides an introduction to the chapter. Section 4.2 covers presentation of findings of the study. Section 4.3 provides discussion of finding in light to empirical and theoretical literatures. Section 4.4 summarizes the chapter.

4.2 Presentation Findings

This section is about presentation of findings. The section begins sub-section 4.2.1 which provides a description of characteristics of respondents such as gender, age, education levels, positions and years of work experience. Thereafter, sub-section 4.2.2 chapter provides comprehensive presentation of findings for three specific objectives and research questions.

4.2.1 Respondents' Characteristics

The study findings are based on survey of 284 respondents which represented 87.9% of the sample size of the study. The respondents were selected based on various characteristics such as gender, age, education levels, job positions, and years. This information was necessary to ensure that findings represented the diverse social characteristics of employees working at Kigoma District Council. Findings are presented in descriptive statistics comprising of frequencies and percentages in as depicted in the Table 4.

Table 4. 1: Respondents' Characteristics

Respondents' Characteristics	Variables	Frequency	Percent (%)
Gender	Males	140	49.3
	Females	144	50.7
	Total	284	100
Age	20-35 Years	86	30.3
	36-50 Years	131	46.1
	51-60 Years	67	23.6
	Total	284	100
Education Levels	Certificate	39	13.7
	Diploma	146	51.4
	Bachelor Degree	93	32.7
	Master Degree	6	2.1
	Total	284	100
Experience	< 1 Year	10	3.5
	1-5 Years	77	27.1
	> 5 Years	197	69.4
	Total	284	100
Position	Heads of Departments	6	2.1
	Subordinate Employees	278	97.9
	Total	284	100

Source: Survey Data (2023)

The respondents of this study were characterized by diverse social characteristics. Firstly, respondents were characterized by gender. Gender was aggregated by males who included 49.3% and female who included 50.7%.

The second respondents' characteristic was described by age categories. Three age categories were identified. The first age category was represented by youth aged between 20 to 35 years. The youth accounted 30.3% of the respondents. The second age group was represented by respondents with middle-ages, between 36 and 50 years. The middle-aged people comprised 46.1% of the respondents. The third age category comprised early old age people aged between 51 to 60 years. The early aged group consisted of 23.6% of the respondents. The diversity of age groups suggests that the current research captured perspectives from both younger and older employees. This categorization was important to understand how employees of diverse age groups perceive and experienced the effect of employee participation on service delivery in Kigoma District Council.

Thirdly, respondents were characterized by education levels such as certificate, diploma, bachelor and master degrees. About 13.7% held Certificates, 51.4% held Diplomas, 32.7% held Bachelors, and 2.1% held Master Degrees. The categorization of respondents based on educational levels uncovered varying perspectives, skills, and expertise. Consequently, variation of education levels influence how respondents perceive the effects of employee participation on service delivery.

The fourth characteristic was years of work experience at Kigoma District Council. Table 4.1 shows that 3.5% have been working at the organization for less than 1 year. About 27.1% of the respondents have been working at the organization for a range of 1 to 5 years. On the other hand, 69.4% of the respondents have been working at the organization for more than five years. Inclusion of employees with early, middle and high level experiences enabled this

research to uncover how respondents with different years of work experiences perceived effects of employee participation on service delivery performance.

The fifth characteristic of respondents was job positions. The heads of departments comprised of 2.1% of the respondents while 97.9% comprised subordinate employees. This distribution suggest that the sample size comprised respondents such as heads of departments that influence the extent to which employees participate in decision making related to service delivery. Moreover inclusion of subordinate employees in the sample size helped to gain understanding of experiences of lower level employees participate in decision for service delivery.

4.2.2 Findings of Employee Participation Practices Implemented at Kigoma DC

The first specific objective of this study was to find out employee participation practices implemented in Kigoma District Council. This objective was achieved by the first research question which asked “What practices are implemented to promote employee participation in Kigoma District Council?”. Employee participation practices was measured by two indicators. The first indicator was forms of participation. The second indicator was about areas of participation. Findings are presented using descriptive statistics composing of frequencies and percentages. Subsequently, key informat interview narratives are presented to complement quantitative results from surveys.

(i) Forms of Employee Participation at Kigoma District Council

Firtsly, employee participation practices were examined by focusing on forms of employee participation that exist at Kigoma DC. Data were gathered using surveys which were administered to subordinate employees and key informant interviews with heads of departments.

Table 4. 2:Forms of Employee Participation at Kigoma District Council (N=284)

SN	Forms of Participation	Never		Rare		Sometimes		Often		Every Time	
		F	%	F	%	F	%	F	%	F	%
1	I participate through representation of trade unions	18	6.3	13	4.6	21	7.4	171	60.2	61	21.5
2	I participate through department meetings	0	0	0	0	22	7.7	76	26.8	186	65.5
3	I participate through collaboration with other departments	0	0	0	0	26	9.2	185	65.1	73	25.7
4	I participate through workers' councils	43	15.1	241	94.9	0	0	0	0	0	0

Source: Survey Data (2023)

(ii) Participation Through Trade Unions' Representation

The first form of participation surveyed was representation via trade unions. Findings presented in Table 4.2 indicate that respondents were asked to rate the extent to which employees participate through four forms. Respondents were asked to indicate the extent to which trade unions' representation comprised participation practices in Kigoma DC. The findings indicated that 6.3% (18) said they never participate. The results further showed that 4.6% (13) rarely participated and 7.4% (21) sometimes participate via trade unions. Moreover, 60.2% (171) said they often participate, and 21.5% (61) participate every time via trade unions representation. These findings suggest that while most respondents participate through trade

unions' representation, a small proportion of respondents never utilize this avenue to participate in decision making. In addition to the survey, interviews were incorporated to provide clear understanding of participation through trade unions. One of the heads of departments said:

Trade unions are important forms of participation in local government authorities in Tanzania, including Kigoma DC. Employees of Kigoma DC are members of trade union called Tanzania Local Government Workers Union (TALGWU), Teacher's Trade Union (TTU or CWT), and Tanzania Union of Government and Health Employees (TUGHE). They are able to participate in decision making of the organization through unions' representative who are also employees of Kigoma DC. However, some employees still do not see the value of trade unions (Head of Department 1, Kigoma DC, July 15, 2023 at 09:30 a.m.).

(iii) Participation Through Department Meetings

The second form of participation which was examined in this study was participation through department meetings. During the survey respondents were asked to indicate the extent of participation through department meetings. According to the findings in Table 4.2, 7.7% (22) participate sometimes, 26.8% (76) often participate through meetings, and 65.5% (186) said they participate through meetings every time. The findings suggest that all respondents utilized department meetings to participate in decision-making.

In addition to the survey, interview findings were incorporated to provide clear understanding of participation through department meetings. One of head of departments said:

Department meetings are by far, the most common avenues of employees' participation. Every employee has at some point participated in meetings held at their departments. Meetings allow experts of a specific service area, especially the subordinates to raise issues and concerns related to service provisions. Employees are also able to suggest solutions to various challenges that hinder service provision unions (Head of Department 2, Kigoma DC, July 15, 2023, at 10:35 a.m.).

Another head of department stated:

Generally, department meetings provide a safe space for employees to participate and engage in sharing ideas. These meetings include people who are working together in the same specialization. They understand each other well on the professional level. Hence, they are eager to participate. However, a few employees are still not active during meetings because of various reasons. One of them could be related to experience. Newly employees are mostly scared to share ideas because

they are not well familiar with working environments. But also, the new employees may have not received enough on-the-job training to allow them to engage effectively in decision making and discussions. The other reason could be personal problems such as family conflicts, may affect ability of employees to effectively engage in department meetings (Head of Department 3, Kigoma DC, July 18, 2023, at 11:00 a.m.).

The findings from surveys and interviews highlight the role of department meetings in facilitating employee participation in decision-making at Kigoma District Council. Furthermore, the expound factors affecting level of employee engagement in department meetings. The factors identified included experience, training, and personal circumstances.

Participation Through Cross-Department Collaboration

The third form of participation surveyed in this study was participation by cross-department collaboration. The study findings show that 9.2% (26) said sometimes, 65.1% (185) said often, and 25.7% (73) said they every time participate through cross-departmental collaboration. To elaborate this form of participation one of the key informants said:

Essentially, departments have distinct roles but some departments do not function completely independent of each other. For instance, procurement unit works closely with the department of Finance and Trade. But also, other department cannot perform some roles related to finances without working with the Finance department. Therefore, employees of different department often participate in making decisions by working together. Because service provision requires many experts that should make decisions together to ensure customers receive the expected services (Head of Department 2, Kigoma DC, Day, July 17, 2023, at 11:30 a.m.).

The interview finding collaborate with survey data to indicate prevalent of cross-departmental collaboration as a form of employee participation in decision making at Kigoma DC. These findings further suggest that participation of employees at Kigoma DC involves collaboration of various experts from various specializations, whose knowledge and skills are required to work together in providing services.

Participation Through Workers' Councils

Lastly, respondents were asked to rate their perceptions of the extent of usage of workers' councils as a form of employee participation at Kigoma DC. Findings from survey showed that

15.1% (43) never participate while 84.9% (241) said they rarely participate. These findings suggest that workers' councils are the least utilized forms of employee participation at Kigoma DC. The study collected data through interviews to uncover reasons behind this scenario. One of the Heads of Departments explained that:

We have master workers' councils as forms of employee participation at Kigoma DC. The workers councils are established by Public Service Negotiation Machinery Act of 2003. All public organizations including Kigoma DC are required to establish master workers' council. As a matter of fact, one of the functions of these councils is to advise the government to ensure effective service delivery. However, employees participate in workers' council through their trade unions representatives. It is not efficient to have all 1,690 employees of Kigoma DC to participate in decision making at once. But workers participate in these councils via their representatives (Head of Department 3, Kigoma DC, Day July 17, 2023, at 08:30 a.m.).

It is evident that direct participation through workers' councils is limited because workers participate through their representatives.

Functional Areas of Employee Participation at Kigoma District Council

The second indicator that was considered to examine employee participation practices was functional areas in which employees participated. Data were gathered using both surveys and key informant interviews with heads of departments. Survey findings are presented in Table 4.3.

Table 4. 3: Areas of Employee Participation at Kigoma District Council (N=284)

SN	Areas of Participation	Never		Rare		Sometimes		Often		Every Time	
		F	%	F	%	F	%	F	%	F	%
1	I participate in preparing strategic plans	121	42.6	32	11.3	30	10.6	101	35.6	0	0
2	I participate in preparing budget for my department	27	9.5	11	3.9	24	8.5	153	53.9	69	24.3
3	I participate in setting performance targets for service quality	188	66.2	43	15.1	25	8.8	22	7.7	6	2.1
4	I participate by sharing my feedback in suggestion boxes	201	70.8	56	19.7	27	9.5	0	0	0	0
5	I participate in preparing customer service charter	270	95.1	8	2.8	6	2.1	0	0	0	0

Source: Survey Data (2023)

During surveys and key informant interviews respondents were asked to indicate the the extent to which they participated in six areas: sharing ideas, setting strategic plans, budget preparation, setting performance targets, sharing feedback, and preparing customer service charter.

Participation in Preparing Strategic Plans

The first function area of participation that was examined in this study was participation in preparing strategic plans. Results of survey in Table 4.3 show that 42.6% (121) respondents reported that they never participate. The results also reveal that 11.3% (32) said they rarely

participate in preparing strategic plans. Furthermore, results in Table 4.3 show that 10.6% (30) reported sometimes they participate in setting strategic plans. Results in Table 4.3 also indicate that 35.6% (101) said they often participate in preparing strategic plans.

The findings from survey suggest that there is limited participation of employees in setting strategic plans for Kigoma DC. Further analysis was done to uncover reasons for limited participation of employees in preparing strategic plans. One of the key informants indicated that:

Basically, the process of participation in preparing strategic plans is coordinated by the planning department. The department is responsible for collecting information from all departments and other stakeholders and prepare the strategic plan document. Therefore, employees from other departments are engaged through their department meetings. However, there is a tendency of limited participation in strategic plan formulation because of several reasons. Some of reasons include lack of awareness of strategic planning process. Another reason is fear of reprisal. Employee are scared to bring ideas that are likely to go against the direction of the management (Interview with Head of Department 6, Kigoma DC, July 18, 2023, at 08:00 a.m.).

The finding from the key informant interview suggest that Kigoma DC allows participation of employees in strategic plan preparation with the planning department taking the coordinating role. Despite existence of the avenue for participation, the organizational culture of fear limits employees to participation in strategic plans.

Participation in Preparing Budgets for Departments

The second functional area of participation that was examined in this study was participation in preparing budgets budgets for departments. The survey results in Table 4.3 revealed that 9.5% (27) of respondents said they never participate, 3.9% (11) of the respondents rarely participate, 8.5% (24) said they sometimes participate, 53.9% (153) said they often participate, and 24.3% (69) participate every time in preparing budgets for departments. These findings suggest that majority of respondents engage in preparation of budgets in their departments. These findings further suggest that budget preparation at Kigoma DC is an inclusive process that involves engagement of employees in different levels.

Participation in Setting Performance Targets

The third functional area of participation that was examined in this study was participation in setting performance targets. Survey findings in Table 4.3 show that 66.2% (188) said they never set performance targets, 15.1% (43) said they rarely set performance target, 8.8%(25) said they sometimes set performance targets, 7.7% (22) said they often set performance targets and 2.1%(6) said they set performance targets everytime. These findings suggest that a significant portion of respondents said they never participate in setting performance targets. Lack of participation in setting performance targets is attributed to rigid organizational culture. One of the key informants said:

The guidelines for Open Performance Review and Appraisal System (OPRAS) requires collaboration between subordinate employees and heads of departments in setting performance targets. However, in reality heads of department override the process of setting targets. They decide what to be done and when it should be done. This culture of dominance in decision making limits ownership in decision making. This situation may pose negative implications in service delivery. For instance, teachers may face challenges to deliver education services if they do not participate in setting performance targets for education delivery (Interview with Head of Department 6, Kigoma DC,..... July 18, 2023, at 12:00 p.m.).

These findings suggest that limited participation of employees in setting performance targets is caused by rigid organizational culture which allow heads of department to dominate in decision making process.

Participation in Sharing Feedback Through Suggestion Boxes

The fourth functional area of participation that was examined in this study was participation in providing feedback in suggestion boxes. Survey findings in Table 4.3 show that 70.8% (201) said they never drop feedback on suggestion boxes, 19.7% (56) said they rarely drop feedback in suggestion boxes, 9.5%(27) said they sometimes drop comments and feedback in suggestion boxes. These findings suggest that large portion of respondents said they never participate in sharing feedback on suggestion boxes that are available at the offices of Kigoma District Council. Data were gathered through key informant interviews to understand reasons

behind low participation of employees in sharing feedback on suggestion boxes. One of the key informants said:

The suggestion boxes are very important for collection of views of different stakeholders in order to improve various areas of organizational performance including service provision. However, most employees do not use these suggestion box. This does not mean that everything is okay around here. It means people are scared to be seen dropping suggestions in the suggestion box which is located in an open space. People do not want to be seen dropping suggestions. Another thing is that the suggestion box is associated with people who have caused trouble or done wrongs such as taking bribes or failing to execute their duties as per requirement. All these factors drive employees away from the suggestion box (Head of Department 3, Kigoma DC,..... July 18, 2023, at 10:30 a.m.).

The findings from key informant interviews unpack two reasons for limited participation of employees in sharing feedback in suggestion boxes. The first reason is fear of visibility and negative association. By implication, this trend poses a significance challenge towards employee participation in improving service delivery in Kigoma DC. Lack of feedback from employees may limit creativity in service delivery.

Participation in Preparing Customer Service Charter

The fifth functional area of participation that was examined in this study was participation in preparing customer service charter. Survey findings in Table 4.3 show that 95.1% (270) said they never participate in preparing customer service charter, 2.8% (8) said they rarely participate in preparing customer service charter, 2.1%(6) said they sometimes participate in preparing customer service charter. These findings suggest that almost all respondents never participate in preparing customer service charter. Alongside the survey results, key informant interviews revealed that Kigoma DC does not have customer service charter. It was revealed that the organization has not made efforts to formulate customer service charter to guide employees in service delivery.

4.2.3 Findings of Factors Influencing Employee Participation Practices at Kigoma DC

The second specific objective of this study was to examine factors that influence employee participation in Kigoma District Council. This objective was achieved by the second research

question which asked “which factors influence employee participation in Kigoma District Council?” This study examined four factors namely organizational culture (OC), compensation package (CP), career development (CD) and leadership (L). Findings are presented using descriptive statistics and key informant interviews. Then, Pearson correlation statistics are presented to show the influence of OC, CP, CD and L on employee participation.

4.2.3.1 Influence of Organizational Culture on Employee Participation

Organizational culture is an influential factor that drives employees of an organization to participate in decision-making processes. This study surveyed opinions of respondents about the influence of four organizational cultural values on employee participation. Findings are presented in Table 4.4.

Table 4. 4: Influence of Organizational Culture on Employee Participation at Kigoma District Council (N=284)

SN	Influence of Organizational Culture	Strongly Disagree		Disagree		Neither Agree Nor Disagree		Agree		Strongly Agree	
		F	%	F	%	F	%	F	%	F	%
1	I am motivated to participate where there is culture of open communication	0	0	16	5.6	0	0	211	74.3	57	20.1
2	I am motivated to participate where is culture of trust	0	0	0	0	0	0	101	35.6	183	64.4
3	I am motivated to participate when the organization values efforts of employees	0	0	0	0	0	0	187	65.8	97	32.4
4	I am motivated to participate when my supervisors offers constructive feedback	0	0	0	0	0	0	143	50.4	141	49.6

Source: Survey Data (2023)

In the first statement the respondents were asked to indicate their opinions about influence of open communication on employee participation. Results presented in Table 4.4 show that 5.6%(16) disagreed, 74.3%(211) agreed, and 20.1% (57) strongly agreed. These findings suggest most respondents expressed positive outlook towards open communication in fostering employee participation.

Secondly, respondents were asked to indicate their opinions about the influence of culture of trust on participation. Findings in Table 4.4 show that 35.6%(101) agreed, and 64.4% (183) strongly agreed. These findings suggest that culture of trust has a positive influence on employee participation.

The third statement surveyed respondents' opinions about the influence of valuing efforts of employees on participation. Findings presented in Table 4.4 reveal that 65.8% (187) agreed and 32.4% (97) strongly agreed. These findings suggest that most respondents said that they are likely to be motivated to participate in decision making when their efforts are appreciated and recognized. Recognition serves as positive reinforcement for employee engagement and participation.

The fourth statement surveyed respondents' opinions on the influence of provision of constructive feedback on employee participation. Results presented in Table 4.4 show that 50.4%(143) agreed, while 49.6%(141) strongly agreed. These findings suggest most respondents expressed positive outlook towards the influence of constructive feedback on motivating employee participation.

4.2.3.2 Influence of Compensation Package on Employee Participation

This study surveyed opinions of respondents about the influence of four aspects of compensation package on employee participation. Findings are presented in Table 4.5.

Table 4. 5: Influence of Compensation Package on Employee Participation at Kigoma District Council (N=284)

SN	Items	Strongly Disagree		Disagree		Neither Agree Nor Disagree		Agree		Strongly Agree	
		F	%	F	%	F	%	F	%	F	%
1	I am motivated to participate when I am paid my allowance	0	0	0	0	0	0	152	53.5	132	46.5
2	I am motivated to participate when I receive bonus for exceeding performance targets	0	0	0	0	0	0	107	37.7	177	62.3
3	I am motivated to participate when my salary is increased	0	0	0	0	0	0	84	29.6	200	70.4
4	I am motivated to participate when I receive compensation for occupational injury	0	0	0	0	0	0	119	41.9	165	58.1

Source: Survey Data (2023)

During the survey inquiry, participants were requested to express their opinions on influence of four aspects of compensation on employee participation. Firstly, the study determine whether or not the payment of allowances influences employee participation. The results displayed in Table 4.5 indicate that 53.5% (152) of respondents concurred, while 46.5% (132) strongly agreed. These findings imply that the payment of allowance motivates employment participation in Kigoma District Council.

The second indicator of compensation package was bonus. As shown in Table 4.5, the study determined respondents' opinions about whether or not payment of bonus for exceeding performance targets is a motivating factor that drives employee participation. The results indicate that 107 (37.7%) agreed while 177 (62.3%) strongly agreed. The implication of these findings is that payment of bonus for performance outcomes drives interests of employees to participate in decision making for improving service delivery at Kigoma District Council.

Thirdly, the study ascertained the influence of salary increase on employee participation. From Table 4.5 it is noted that 29.6% (84) agreed while 70.4% (200) strongly agreed. The results signify that salary increase is a likely indicator for motivating employee participation in service delivery decision making at Kigoma District Council.

Fourthly, the current study determined respondents' opinions about whether payment of compensation for occupational injury is likely to motivate them to participate in decision making. As shown in Table 4.5, 41.9% (119) agreed while 58.1% (165) strongly agreed. These findings suggest that existence of a well structured compensation program for occupational safety is important for fostering employee participation in decision making.

4.2.3.3 Influence of Career Development on Employee Participation

This study surveyed opinions of respondents about the influence of four aspects of career development on employee participation. Findings are presented in Table 4.6.

Table 4. 6: Influence of Career Development on Employee Participation at Kigoma District Council (N=284)

SN	Items	Strongly Disagree		Disagree		Neither Agree Nor Disagree		Agree		Strongly Agree	
		F	%	F	%	F	%	F	%	F	%
1	I am motivated to participate when I am promoted on time	0	0	0	0	0	0	102	35.9	182	64.1
2	I am motivated to participate when I receive regular training	0	0	12	4.2	20	7.0	171	60.2	81	28.5
3	I am motivated to participate when I receive coaching	0	0	48	16.9	21	7.4	156	54.9	59	20.8
4	I am motivated to participate when I receive mentorship	0	0	14	4.9	23	8.1	157	55.3	90	31.7

Source: Survey Data (2023)

During the survey inquiry, participants were requested to express their opinions on influence of four aspects of career development on employee participation. Firstly, the study determine

whether or not timely promotion influences employee participation. The results displayed in Table 4.6 indicate that 35.9% (102) of respondents concurred, while 64.1% (182) expressed strong agreement. These findings imply that timely promotion motivates employment participation in Kigoma District Council.

Secondly, the study determined influence of training on employee participation. As shown in Table 4.6, the study determined respondents' opinions about whether or not payment of bonus for exceeding performance targets is a motivating factor that drives employee participation. The results indicate that 4.2% (12) disagreed, 7.0% (20) neither agreed nor disagreed, 60.2% (171) agreed, and 28.5% (81) strongly agreed. The findings suggest that most of the respondents confirmed that provision of training influences employee participation at Kigoma District Council.

Thirdly, the study ascertained the influence of coaching on employee participation. From Table 4.6 it is noted that 16.9% (48) disagreed, 7.4% (21) neither agreed nor disagreed, 54.9% (156) agreed, and 20.8% (59) strongly agreed. These findings indicate that most of the respondents confirmed that coaching is an influential career development factor in employee participation at Kigoma District Council.

Fourthly, the current study determined respondents' opinions about whether mentorship motives them to participate in decision making. As shown in Table 4.6, 4.9% (14) disagreed, 8.1% (23) neither agreed nor disagreed, 55.3% (157) agreed and 31.7% (90) strongly agreed. These findings suggest that existence of a well structured mentorship program is important for fostering employee participation in decision making at Kigoma District Council.

4.2.3.4 Influence of Leadership on Employee Participation

This study surveyed opinions of respondents about the influence of leadership on employee on employee participation at Kigoma District. Findings are presented in Table 4.7.

Table 4. 7: Influence of Leadership on Employee Participation at Kigoma District Council

SN	Items	Strongly Disagree		Disagree		Neither Agree Nor Disagree		Agree		Strongly Agree	
		F	%	F	%	F	%	F	%	F	%
1	I am motivated to participate when my supervisor listens to my opinions	0	0	0	0	16	5.6	108	38.0	160	56.3
2	I am motivated to participate when my supervisor encourages me to offer my opinions for service improvement	0	0	0	0	20	7.0	144	50.7	120	42.3
3	I am motivated to participate when my supervisor encourages collective decision making	0	0	0	0	32	11.3	101	35.6	151	53.2
4	I am motivated to participate when my supervisor delegates some of the decision making authority to subordinates	0	0	0	0	38	13.4	130	45.8	116	40.8

Source: Survey Data (2023)

Findings in Table 4.7 indicate that respondents were requested to express their opinions on influence of four aspects of leadership behaviours on motivating employee participations' in

improving service delivery. The first item inquired the respondents to indicate whether they are motivated to participate in improving service delivery when their supervisors listens to their opinions. Findings indicate that 16 (5.6%) were unsure, 108 (38.0%) agreed, and 160 (56.3%) strongly agreed (Table 4.7). These findings signify that employees value having their voices heard and feel motivated to participate when their input is acknowledged.

The second item inquired respondents indicate whether they are motivated to participate in improving service delivery when their supervisors encourages them to offer their opinions for service improvement. Findings reveal that 20 (7.0%) were unsure, 144 (50.7%) agreed, and 120 (42.3%) strongly agreed (Table 4.7). These findings suggest that employees gain motivate to participate when leaders motivate them to provide ideas for service improvement.

The third item inquired respondents indicate whether they are motivated to participate in improving service delivery when their supervisors encourages collective decision making. Findings reveal that 38 (13.4%) were unsure, 101 (35.6%) agreed, and 151 (53.2%) strongly agreed (Table 4.7). These findings highlight the value of collective decision making between subordinate employees and leaders. Collective decision making motivates employees to controbutes to ideas for service improvement.

The third surveyed aspect asked participants whether they feel inclined to engage in enhancing service delivery when their superiors delegate some of the decision making authority. The results show that 32 individuals (11.3%) expressed uncertainty, 130 individuals (45.8%) concurred, and 116 individuals (40.8%) strongly concurred (Table 4.7). These outcomes underscore the significance of collaborative decision-making between subordinate staff members and leaders. Encouraging collective decision-making serves as a motivator for employees to actively contribute their ideas to enhance the quality of service. These findings suggest that autonomy encourages employees' participation.

4.2.3.5 Regression Analysis of the Identified Factors on Employee Participation

The study applied multiple linear regression to establish the influence of the identified factors (organizational culture, career development, compensation package and leadership) on employee participation. The findings are presented in Tables 4.8-1 to 4.8-3.

Table 4. 8-1 Model Summary of the Influence of the Factors on Employee Participation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.369 ^a	.136	.124	.89763
a. Predictors: (Constant), Leadership, Compensation Package, Career Development, Organizational Culture				
b. Dependent Variable: Participation				

Source: Field Survey (2023)

The correlation coefficient (R) indicates the strength and direction of the linear relationship between the predictor variable(s) and the outcome variable. The value of correlation coefficient (R) is 0.369 < 0.5, indicating a weak relationship between the predictor variables (organizational culture, career development, compensation package and leadership) and the dependent variable (participation) (Table 4.8-1).

R Square represents the proportion of variance in the outcome variable that can be explained by the predictor variable(s). The results indicate that approximately 13.% of the variability in the employee participation can be accounted for by the influence of organizational culture, career development, compensation package and leadership (Table 4.8-1). The remaining 86.4% of the variance which is not explained by the predictor variable(s) may be attributed to other factors.

Table 4. 9-2 ANOVA Results for the Influence of the Factors on Employee Participation

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.399	1	8.850	10.983	.000 ^b
	Residual	224.803	279	.806		
	Total	260.202	283			
a. Dependent Variable: Participation						
b. Predictors: (Constant), Leadership, Compensation Package, Career Development, Organizational Culture						

Source: Field Survey (2023)

The Analysis of Variance (ANOVA) table shows the significance of the regression model and the significance of the predictor variables. The ANOVA results presented in Table 4.8-2 indicate that significance value (p) = $.000 \leq 0.05$. These results indicate that the regression model is statistically significant to explain the influence of Leadership, Compensation Package, Career Development, Organizational Culture on employee participation at Kigoma District Council.

Table 4. 10-3 Coefficients for Influence of the Identified Factors on Employee Participation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.323	.973		-2.388	.018
	Career Development	.202	.088	.135	2.297	.022
	Leadership	.263	.114	.134	2.319	.021
	Compensation Package	.883	.202	.262	4.365	.000
	Organizational Culture	-.039	.147	-.016	-.264	.792
a. Dependent Variable: Participation						

Source: Field Survey (2023)

The coefficients table indicates the level of significance influence of the identified factors on employee participation. With regards to organizational culture, the significance score is 0.792 > 0.05 (Table 4.8-3). Based on the results we conclude that organizational culture does not

significance influence on employee participation at Kigoma District Council. With regards to career development, the significance score is $0.022 \leq 0.05$ (Table 4.8-3). Based on the results we conclude that career development has significance influence on employee participation at Kigoma District Council.

With regards to compensation package, the significance score is $0.000 \geq 0.05$. Based on the results we conclude that compensation package is not a predictor of employee participation at Kigoma District Council. With regards to leadership, the significance score is $0.021 \leq 0.05$. Based on the results we conclude that leadership has significance influence on employee participation at Kigoma District Council.

Therefore, the regression coefficients indicate that organizational culture, career development and leadership are influential factors in predicting employees' participation at Kigoma District Council. These findings suggest that employees are likely to participate when there is supportive culture, career development opportunities and supportive leadership.

4.2.4 Findings of Effects of Employee Participation on Service Delivery at Kigoma DC

The third specific objective of this study was to establish whether employee participation has a significant effect on improving service delivery performance in Kigoma District Council. This objective was guided by the third research question which asked "Does employees' participation have a significant effect on improving service delivery performance in Kigoma District Council?" Findings were presented using descriptive statistics and regression analysis. First descriptive statistics (frequencies and percentage values) were used to describe perceptions of respondents about effects of employee participation on service delivery, Then, simple linear regression analysis was applied to establish the effects of employee participation on service delivery.

4.2.4.1 Descriptive Statistics of Effects of Employee Participation on Service Delivery

This study assessed responses' opinions about five effects of employee participation on five components of service delivery as shown in Table 4.9.

Table 4. 11: Effects of Employee Participation on Service Delivery (N=284)

SN	Items	Strongly Disagree F %	Disagree F %	Agree F %	Strongly Agree F %
1	Employee participation has improve response to customers' problems at Kigoma DC	9 (3.2%)	46 (16.2%)	148 (52.1%)	81 (28.5%)
2	Employee participation has improved reliability in service delivery at Kigoma DC	0	44 (15.5%)	137 (48.2%)	103 (36.3%)
3	Employee participation has improved allocation of human and physical resources for service delivery at Kigoma DC	0	41 (14.4%)	154 (54.2%)	89 (31.3%)
4	Employee participation has improved employee empathy in service delivery at Kigoma DC	0	33 (11.6%)	146 (51.4%)	105 (37.0%)
5	Employee participation has improved assurance in service delivery at Kigoma DC	0	31 (10.9%)	138 (48.6%)	115 (40.5%)

Source: Survey Data (2023)

Firstly, the study assessed whether employee participation has improved response to customers' problems at Kigoma DC. The findings in Table 4.9 show that 9 (3.2%) strongly disagreed, 46 (16.2%) disagreed, 148 (52.1%) agreed and 81 (28.5%) strongly agreed. The findings suggest that employee participation has improved response to customers' problems at Kigoma District Council.

Secondly, the study assessed respondents' perceptions on whether employee participation has improved reliability in service delivery. The findings in Table 4.9 revealed that 44 (15.5%) disagreed, 137 (48.2%) agreed, and 103 (36.3%). The findings signify that employee participation has improved reliability in service delivery at Kigoma District Council.

Thirdly, the study inquired opinions about the effect of employee participation on improvement of allocation of human and physical resources for service delivery. The findings presented in Table 4.9 show that 41 (14.4%) disagreed, 170 (59.9%) agreed, and 73 (25.7%) strongly agreed. The findings denote that employee participation has improved allocation of human and physical resources for service delivery at Kigoma District Council.

Fourthly, the study assessed respondents' opinions about effects of employee participation on improvement of empathy in service delivery. The study findings in Table 4.9 indicate that 33 (11.6%) disagreed, 146 (51.4%) agreed, and 105 (37.0%) strongly agreed. The findings denote that employee participation has improved employee empathy in service delivery at Kigoma District Council.

Fifthly, the study asked respondents whether employee participation has improved assurance in service delivery. The study findings in Table 4.9 show that 31 (10.9%) disagreed, 138 (48.6%) agreed, and 115 (40.5%) strongly agreed. The findings imply that employee participation has improved assurance in service delivery at Kigoma District Council.

4.2.4.4 Regression Analysis of the Effect of Employee Participation on Service Delivery

The study applied simple linear regression to establish the impact of employee participation on service delivery. The findings are presented in Tables 4.10-1 to 4.10-3.

Table 4. 12-1 Model Summary of Impact of Employee Participation on Service Delivery

Model Summary					
Model	R	R Square	Adjusted R Square	R	Std. Error of the Estimate
1	.378 ^a	.143	-.003		.31796
a. Predictors: (Constant), Employee Participation					
b. Dependent Variable: Service Delivery					

Source: Field Survey (2023)

Table 4.12-1 indicates that the value of correlation coefficient (R) is 0.378, indicating a weak linear relationship between the predictor variables (employee participation) and the dependent variable (service delivery) (Table 4.10-1).

R Square represents the proportion of variance in the outcome variable that can be explained by the predictor variable(s). The results indicate that approximately 14.3% of the variability in the service delivery can be accounted for by employee participation (Table 4.10-1).

Table 4. 13-2 ANOVA Results of Impact of Employee Participation on Service Delivery

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.240	1	13.240	47.136	.000 ^b
	Residual	79.213	282	.281		
	Total	92.453	283			
a. Dependent Variable: Service Delivery						
b. Predictors: (Constant), Employee Participation						

Source: Field Survey (2023)

The Analysis of Variance (ANOVA) table shows the significance of the regression model and the significance of the predictor variables. The ANOVA results presented in Table 4.10-2

indicate that significance value (p) = $.000 > 0.05$. These results indicate that the regression model is statistically significant to explain the effect of employee participation on service delivery at Kigoma District Council.

Table 4. 14-3 Coefficients of Impact of Employee Participation on Service Delivery

Coefficients ^a						
Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	3.231	.122		26.439	.000
	Participation	.232	.034	.378	6.866	.000

a. Dependent Variable: Employee Participation

Source: Field Survey (2023)

The regression coefficients in Table 4.10-3 that the significance score is $.000 > 0.05$ (Table 4.10-3). Based on the results we conclude employee participation has significance effect on service delivery improvement at Kigoma District Council. These findings indicate that the avenues for employee participation such as meetings, suggestion boxes and workers councils have positive effects on of employee participation.

4.3 Discussion of Findings

4.3.1 Discussion of Findings of Practices of Employee Participation

The study found that employees at Kigoma District Council participate in decision making through three forms namely department meetings, trade unions' representation and collaborations with other departments.

With regards to participation through trade unions, these findings of the current study are supported by previous researchers such Mussa (2014) and Manda and Mwambu (2019) who found that employees in government institutions participate in trade unions for improving

conditions of work. It is interesting to note that employees participate in trade unions for the purpose of protecting their interests. This trend reveals that trade unions participation may not be a proper platform for ensuring improving of service delivery.

With regards to department meetings, findings of the current study are supported by Temu (2019) who also revealed that management in local government authorities in Tanzania promote employee participation through contributing their ideas in department meetings.

The study further found that subordinate employees at Kigoma District rarely participate in setting strategic plans, sharing feedback in suggestion boxes, formulating customer service charter and setting performance targets. These findings are supported by previous studies. A study by Hassan (2017) has shown that suggestion boxes is least utilized mechanism for offering feedback at Temeke Municipal Council in Tanzania. Low utilization of suggest boxes affects ability of employees to participate in contributing ideas for service delivery improvement.

4.3.2 Discussion of Findings of Factors Influencing Employee Participation

Findings showed that organizational cultural factors such as trust, recognition and open communication influence employee participation. These findings are aligned with the two-factor theory of motivation. According to Herzberg (1959) motivational factors such as recognition of employees' efforts lead to enhancement of employees' level of engagement and participation in task execution. The findings of the current study also correlate with those of previous researchers in other local government authorities. For instance, Temu (2019) revealed that management practices related to recognition have significance and positive influence on driving employees' engagement in Kinondoni Municipal Council in Tanzania.

The study findings showed that leadership was considered as an influential factor for employee participation. The study uncovered that employee are motivated to participate when leaders listen to their ideas, encourage them to contribute their ideas, encourages collective

decision and delegate decision making authority (Table 4.7). These are supported by previous studies in and outside Tanzania. For instance, Mahmood et al. (2019) indicated that transformational leadership influences employees' creative engagement among commercial companies in Bangladesh. Another study by Majja (2020) indicated that transformational leadership promotes employee performance and participation at Tunduma Town Council.

4.4. Summary of Findings

This study found that employees' participation practices at Kigoma DC takes two forms. The first form comprises of direct participation methods such as department meetings and cross-departmental collaborations. The second form comprises indirect participation methods.

The study found that the most common areas of participation were department meetings. With regards to department meetings the findings from key informant interviews uncovered that some employees are still reluctant to participate in department meetings due to professional reasons such as lack of training and experience, and personal reasons such as family conflicts. The study further revealed that employees never participate in formulating performance targets and preparing strategic plans. Limited participation of employees in such strategic areas has implications on service delivery performance.

The study found organizational culture, career development and leadership are influential factors in predicting employees' participation at Kigoma District Council. These findings suggest that employees are likely to participate when there is supportive culture, career development opportunities and supportive leadership.

Moreover, the study findings showed that employee participation does not have significant impact on improvement of service delivery at Kigoma District Council.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides conclusions and recommendations about assessment of effect of employee participation on improvement of service delivery at Kigoma District Council.

5.2 Conclusions

This study concludes that direct form of employee participation is the mostly practiced at Kigoma DC. This conclusion is derived based on study findings which showed that employees frequently participate through department meetings and cross-department collaboration tasks. Moreover, it is concluded that the direct forms of participation allow employees to influence operational decisions related to day-to-day tasks of service delivery.

The study also concludes that practices of employee participation are affected by professional and personal factors. This conclusion is based on the findings from surveys and key informants which revealed that professional factors such as lack of sufficient working experience and training may hinder newly employees to effectively engage in department meetings. Moreover, personal reasons such as family conflicts may also affect employees psychologically and prevent them from participating in department meetings.

Findings revealed that employees are motivated to participate when there is supportive leadership that encourages employees' voice in decision making. On basis of these findings, we conclude that employees value having their voices heard and feel motivated to participate when their input is acknowledged.

The study found that employee participation has significance impact on improvement of service delivery. This study concludes that employee participation has provided positive contribution to service delivery at Kigoma District Council.

5.3 Recommendations

5.3.1 Recommendations for Addressing Identified Challenges

- (i) **Training and mentorship of new employees.** Findings of the current study revealed that new employees are not able to fully participate in sharing ideas in department meetings due to lack of sufficient training. To address this challenge, the management of Kigoma DC should ensure sufficient training is provided to new employees. Moreover, heads of departments should place new employees under mentorship of experienced employees. Training and mentorship are useful for motivating employee engagement and participation in decision making and service provision.
- (ii) **Whistle blower mechanisms.** It was revealed that some employees are afraid to participate in strategic plans and sharing feedback in suggestion boxes. This limitation of fear hinders effective participation of employees in service delivery improvement. This study recommends that Kigoma DC should introduce Whistle blower mechanisms such as anonymous online feedback portal that will allow employees to share views and suggestions safely.
- (iii) **Inclusion of Employees in Formulation of Client Service Charter.** Findings from survey showed that majority of respondents said they never participate in formulation of clients' service charter. This situation is caused by lack of clients' service charter for guiding service delivery. Against these findings, it is recommended that Kigoma DC should make efforts to include employees in formation of clients' service charter as per requirements of service provision for public organizations in Tanzania.
- (iv) **Human Resource Planning.** The study revealed that Kigoma DC does not have sufficient employees for service delivery. This study recommends the organization to conduct comprehensive human resource planning by focusing on assessment of staffing needs. Each department should identify their staffing needs in terms of qualifications and number of employees required to deliver services.

5.3.2 Policy Implications

The findings of the study informs Kigoma District Council in formulating policies that promote employee participation in decision making. Well structured compensation policies that promote bonus for exceeding performance targets are important for influencing interests of employees in participation in decision making.

5.3.3 Recommendations for Further Studies

This study was limited at Kigoma District Council. Therefore, its findings are not sufficient to provide understanding of employee participation in other local government authorities in Tanzania. Further studies should be done in the following areas.

- (i) Assessment of employee participation in setting strategic plans in local government authorities in Tanzania.
- (ii) Assessment of the impact of employee participation on job satisfaction among local government authorities in Tanzania.
- (iii) Comparative study of employee participation practices in local government authorities in Tanzania.

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APPENDICES

Appendix I Questionnaire for Employees of Kigoma District

My name is Masudi Kejo. I am a student at the Institute of Accountancy Arusha. I am conducting research titled **Effects of Subordinate Employee Participation on Improvement of Service Delivery at Kigoma District Council**. I am requesting you to participate in this research by answering questions that are listed on this form. Your names will not be required in this form. The information collected will be dealt with confidentiality.

SECTION A: RESPONDENTS' PROFILE

For each of the following questions, select choices that describe your characteristics (gender, age, education, age and designation). Then indicate your answers by ticking [√] in the brackets provided.

1: What is your gender? A: Male [] B: Female []

2: How old are you?

A: 18-24 years [] B: 25-35 years [] C: 36-50 years [] D: 51-60 years []

3: What is your educational level?

A: Certificate of Technical Education [] B: Diploma []

C: Bachelor Degree [] D: Master Degree. []

4: How long have you been working at Kigoma District Council?

A: Less than 1 Year [] B: 1 to 5 Years [] C: More than 5 Years []

SECTION B: RESEARCH QUESTIONS

Question 1: For each items in the following questions indicate the frequency of your participation in making decisions for improvement of services in Kigoma District Council. Then put your answers by ticking [√] in the boxes provided.

Key: 1=Never, 2=Rarely, 3=Occasionally, 4=Frequently, 5=Always

SN	Items about Employee Participation in Improving Service Provision	Answers [$\sqrt{\quad}$]				
		1	2	3	4	5
1	I participate by sharing my ideas and concerns in department meetings	1	2	3	4	5
2	I participate in preparing strategic plans for improvement of services in my department	1	2	3	4	5
3	I participate in preparing budgets in my department	1	2	3	4	5
4	I participate in setting performance targets for service quality	1	2	3	4	5
5	I drop my suggestions about service provision in the suggestion boxes	1	2	3	4	5
6	I participate in preparing customer service charter for service provision	1	2	3	4	5

Source: Researcher (2023)

Question 2: Indicate the extent which the following factors listed in the following statements influence you to participate in decision making to improve services in Kigoma District Council.

Key: 1=Strongly Agree, 2=Disagree, 3=Not Sure, 4=Agree, 5=Strongly Agree

SN	Influence of Organizational Culture	Answers [$\sqrt{\quad}$]				
		1	2	3	4	5
1	I am motivated to participate where there is a culture of open communication	1	2	3	4	5
2	I am motivated to participate where there is a culture of trust	1	2	3	4	5
3	I am motivated to participate when the organization values employees	1	2	3	4	5
4	I am motivated to participate when the organization offers	1	2	3	4	5

	feedback					
	Influence of Compensation Package on Participation					
1	I am motivated to participate when I am paid my allowance	1	2	3	4	5
2	I am motivated to participate when I receive bonus for exceeding performance targets	1	2	3	4	5
3	I am motivated to participate when my salary is increased	1	2	3	4	5
4	I am motivated to participate when I receive compensation for occupational injury	1	2	3	4	5
	Influence of Career Development on Participation					
1	I am motivated to participate when I am promoted on time	1	2	3	4	5
2	I am motivated to participate when I receive regular training	1	2	3	4	5
3	I am motivated to participate when I receive mental wellness	1	2	3	4	5
4	I am motivated to participate when I receive mentorship	1	2	3	4	5
	Influence of Leadership on Participation					
1	I am motivated to participate if my leader listens to my opinions	1	2	3	4	5
2	I am motivated to participate if my leader encourages me to offer my opinions for service improvement	1	2	3	4	5
3	I am motivated to participate if my leader uses authority and power to influence decisions	1	2	3	4	5
4	I am motivated to participate if my leader delegates decision making authority to subordinates	1	2	3	4	5

Source: Researcher (2023)

Question 3: indicating your level agreement on the effect subordinate employee participation on service delivery.

Key: 1=Strongly Agree, 2=Disagree, 3=Not Sure, 4=Agree, 5=Strongly Agree

SN	Effects of Employee Participation on Service Delivery	Answers [√]				
		1	2	3	4	5
1	Employee participation improves responsiveness to customer needs					
2	Employee participation improves reliability of the organization in offering public services					
3	Employee participation improves how organizations allocates resources in serving customers	e				
4	Employee participation helps to improve empathy in service provision					
5	Employee participation helps to improve assurance of services to customers					

Source: Researcher (2023)

Appendix II Interview Guide for Heads of Departments

Question One: How do subordinate employees at your department participate in decision making for service delivery improvement?

Question Two: In your opinion, how does Kigoma District Council ensure service delivery in terms of tangibility? Reliability and responsiveness?

Appendix III Work Plan

SN		February 2023	March 2023	April 2023	May 2023	June 2023	July 2023
1	Title Identification						
2	Writing Concept Note						
3	Proposal Preparation						
4	Proposal Defense						
5	Data Collection						
6	Data Analysis						
7	Report Writing						
	Dissertation Defense						
7	Submission						

Appendix IV Research Budget

s/n	Activity	Item	Cost (Tsh)
1	Proposal preparation	Printing	50000
		Binding	20000
		Internet Services	50000
		Sub –total	120000
2	Data collection	Printing Questionnaire	50000
		Transport expenses	400000
		Food and refreshment	200000
		Accommodation	600000
		Sub –total	1250000
3	Data processing and analysis	SPSS for Data Processing	300000
		Printing Dissertation Report	100000
		Sub-total	400000
4	Total	Grand total	1,770,000

Source of Finds: Independent Sponsored.