

**EFFECT OF LEADERSHIP AND MANAGEMENT CAPACITY ON QUALITY
SERVICE DELIVERY: A CASE OF MASASI MTWARA COOPERATIVE
UNION, MTWARA REGION.**

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**Master Degree of Business Administration in Leadership and Governance
of the Institute of Accountancy Arusha (IAA).**

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**A Dissertation submitted in Partial Fulfillment of the Requirement for the
Master Degree of Business Administration in Leadership and Governance
of the Institute of Accountancy Arusha (IAA).**

DECEMBER, 2023

DECLARATION

I, **Biadia Matipa**, declare that this dissertation is my own original work and that has not been presented and will not be presented to any other University of similar or other degree awards.

Signature_____

Date_____

CERTIFICATION

I, undersigned certify that I have read and hereby recommend for acceptance by the Institute of accountancy Arusha this dissertation Titled: “**effect of leadership and management capacity on quality service delivery in Masasi Mtwara Cooperative Union**” in partial fulfilment of the requirement for the award of Masters of Business Administration in Leadership and Governance, Institute of Accountancy Arusha (IAA).

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Date: _____

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DEDICATION

I dedicate this to my lovely family.

ACKNOWLEDGEMENT

I give thanks to the Almighty God for his love, care and blessing while undertaking my studies. I further thank my course lecturers and co-students of MBA-LG for close collaborations in undertaking ground assignments to the course. In a special way I would like to appreciate and thank my dissertation supervisor for his continued coaching and guidance while preparing this dissertation. He really saw me through and greatly helped me in shaping this dissertation to its current look.

ABSTRACT

The study assessed the effect of leadership and management capacity on quality service delivery. A case of Masasi Mtwara cooperative union, Mtwara region. The study intended to achieve the following objectives: to examine the effect of leadership qualities on quality service delivery in Masasi Mtwara Cooperative Union, to determine the influence of leadership ethics on quality service delivery in Masasi Mtwara Cooperative Union and to investigate the contribution of leadership accountability on quality service delivery in Masasi Mtwara Cooperative Union. The study employed one theory which is Path Goal Theory. The study also employed the descriptive research design. Data were collected from 88 respondents. The study applied mixed research approach to denote qualitative and quantitative research approach. Questionnaire, interview and documentary reviews were engaged as instruments for data collection. Quantitative data were analyzed using descriptive statistics such as frequencies and percentages while Qualitative data were analyzed using content analysis.

From the above discussion, it can be deduced that leadership and management capacity had an influence on service delivery. The study concludes that leadership and management capacity had an influence on the quality service delivery. It means for quality service delivery, leadership trait, leadership skills and leadership styles have positive impact on quality service delivery. In the second objective, the study concluded that leadership responsibility and leadership representation affect quality service delivery. The study concludes that applying leadership information to the service delivery will enable quality service delivery to become more predictive. In the last objective, the study concluded Ethics affects quality service delivery. This was witnessed through Ethical structures, Ethical practices and Ethical culture. It is recommended that, there should be regular training on quality service delivery to the cooperative unions. Cooperative unions should ensure that their employees are well trained and educated on quality service delivery issues as it will enable the organization to have employees who will deliver quality services and enable the organization to improve its performance.

Keywords: Procurement, Procurement Practices, Staff Competence, Resource Allocation.

TABLE OF CONTENTS

DECLARATION	i
CERTIFICATION	ii
COPYRIGHT	iii
DEDICATION	iv
ACKNOWLEDGEMENT	v
ABSTRACT	vi
LIST OF FIGURES	x
LIST OF TABLES	xi
LIST OF ABBREVIATIONS	xii
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Background of study	1
1.2 Statement of the problem.	5
1.3 Objectives of the study	6
1.3.1 General Objective	6
1.3.2 Specific objectives.	6
1.4 Research questions	6
1.5 Significance of the study	7
1.6 Organization of the study	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.0 Introduction.....	8
2.1 Definitions of the Key terms.	8
2.1.1 Leadership and Management	8
2.1.3 Leadership ethics.....	9
2.1.4 Leadership accountability	9
2.1.5 Quality service delivery	10
2.2 Theoretical Review	10
2.2.1 Path Goal Theory.....	10
2.3 Empirical Literature Review.	13
2.3.1 The effect of leadership qualities on quality service delivery	13
2.3.2 The influence of leadership ethics on quality service delivery.....	14

2.3.3. Contribution of leadership accountability on quality service delivery	16
2.4 Research gap	17
2.5 Conceptual Framework.....	18
CHAPTER THREE	20
RESEARCH METHODOLOGY	20
3.1 Introduction.....	20
3.2 Research design.....	20
3.3 Research Approach.....	20
3.4 Area of study.	21
3.5 Target population.....	21
3.6 Sample size and Sampling techniques	22
3.6.1 Sample size	22
3.6.2 Sampling techniques.....	22
3.7 Data Collection.	22
3.7.1 Questionnaire	23
3.7.3 Documentary Review.....	23
3.8 Data Processing and Analysis	24
3.9 Validity and Reliability.....	24
3.9.1 Validity of data	24
3.9.2 Reliability	25
3.10 Ethical consideration.....	25
CHAPTER FOUR	26
DATA ANALYSIS AND PRESENTATION.....	26
4.1 Chapter Overview.....	26
4.2 Response Rate	26
4.3 General Information of Respondents	27
4.3.1 Age of Respondents	27
4.3.2 Gender of Respondents.....	28
4.3.3 Education Level of Respondents	28
4.3.4 Time Respondents have been involved in the current position.....	30
4.4. Test of Reliability and Validity	30
4.4.1 Reliability Test	31
4.4.2 Validity Test.....	32
4.5 How does leadership quality influence quality service delivery?.....	32

4.5.1. Leadership trait.....	32
4.5.2 Leadership skills	34
4.5.3. Leadership styles.....	35
4.6 How does leadership ethics influence quality service delivery?.....	36
4.6.1 Ethical culture and expectation	36
4.6.2. Ethical structures	37
4.7 How does leadership accountability influence quality service delivery?	39
4.7.1. Responsibility.....	39
4.7.2 Information.....	40
4.8 Content Analysis Findings of Interview Data.....	42
4.9 Discussion of Findings.....	44
CHAPTER FIVE	48
CONCLUSIONS AND RECOMMENDATIONS	48
5.1 Chapter Overview.....	48
5.2 Conclusion.....	48
5.3 Recommendations.....	48
5.3.1 Regular training on quality service delivery.....	48
5.3.2 Leadership should promote an inclusive culture	49
5.3.3 Leadership should encourage innovation and effective teams	49
5.3.4 Leadership quality (personnel competency) and quality service delivery.....	50
5.3.5 Accountability and quality service delivery.....	51
5.3.6 Ethics and quality service delivery	52
5.4 Suggestion for Further Study.....	52
5.5 Critical evaluation of the study	53
REFERENCES	55
APPENDENCES	59
Appendix i: Questionnaire of Study.....	59
Appendix ii: Research Budget	71
Appendix iii: Research Work Schedule.....	72

LIST OF FIGURES

Figure 2. 1 Conceptual framework.....	19
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LIST OF TABLES

Table 4. 1 Response Rate	26
Table 4. 2 Distribution by Age of Respondents.....	27
Table 4. 3 Distribution by Gender of the Respondents	28
Table 4. 4 Distribution by Education Level of Respondents.....	29
Table 4. 5 Time respondents have been involved in the current position	30
Table 4. 6 Reliability Statistics	31
Table 4. 7 KMO and Bartlett's Test.....	32
Table 4. 8 Leadership trait	33
Table 4. 9 Leadership skills	34
Table 4. 10 Leadership styles	35
Table 4. 11 Ethical culture and expectation	37
Table 4. 12 Ethical structures	38
Table 4. 13 Ethical practices.....	39
Table 4. 14 Responsibility.....	40
Table 4. 15 Information.....	41
Table 4. 16 Representation	42

LIST OF ABBREVIATIONS

HR	-	Human Resource
IAA	-	Institute of Accountancy Arusha
SPSS	-	Statistical Package for Social Scientists
UN	-	United Nations
WB	-	World Bank

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background of the study, research problem, research objectives, and research questions, significance of the study.

1.1 Background of study

All around the world local governments are seeking better ways of achieving local economic development and improving the lives of their citizens. This is as a result of increased democratic reforms with transformations taking place in the global economy. These changes have brought about challenges, opportunities and responsibility to the local governments to work together to improve the livelihoods of their citizens, (United Nations, 2005). Among the countries which have successfully implemented devolution include Britain, Germany, United States of America and Australia.

The service sector has assumed great economic importance over the past decade and enjoys the largest share in GDP all over the world including India. Quality has become an icon for customers while selecting a service. Organizations today have started embarking into multifaceted approaches to improve the quality of their services & the topic of service quality has been recognized as one of the key strategic strength to organizations. The driving force for superior service quality is the effort & contribution of the service staff. In order to improve & provide excellence in service quality, it is important to focus on the process of service quality delivery (DCUNHA et al, 2017).

In Africa, South Africa, Nigeria and Ethiopia have successfully implemented the devolved system of government, (World Bank, 2012). The second objective of devolution is to give power

of self-governance to the people and therefore ensure that participation of the people in exercising the powers of the state in making decisions about them. (RoK, 2010). This indicates that the key objective of creating county governments is service delivery to citizens. However, this is a big challenge as majority of the citizens being dissatisfied with the performance of the counties. Though previous studies had attempted to address issues related to this study the researcher noted that there are gaps in literature that needed to be addressed.

In Kenya, service delivery relates both to the provision of tangible goods as well as intangible services and this can be done by individuals, businesses, corporate, government institutions, private companies and non-profit organizations (Fox, 2017). Both the private and public sector services aim at improving the lives of the recipients and are catalysts of achieving and experiencing rapid economic and social development. Service delivery is central to individual, firm and national economic and social success. As Flynn (1990) observed, certain of the public services' established activities may be contracted out operationally, in some countries, to private firms but the delivery of such services may continue to be funded from taxation and remain governed by public service criteria. Public services can differ significantly from commercial private sector services in a number of ways.

In addition to their primarily non-commercial character, public services are often distinguished by an absolute, or at least comparative, lack of competition in the normal market sense of seeking to entice customers away from their competitors or rival service providers. Humphreys, (2012), holds that public services are often monopolistic or oligopolistic. Torres and Torres, and Pina, (2012). Note that as a result, many of the basic features of a commercial marketplace are quite simply absent from the delivery of public services. In addition, given the regulatory role often performed by public services such as tax collection and law enforcement, not only are public services often monopolistic or oligopolistic in character, but they can also be mandatory.

Given the importance of achieving tangible improvements in the quality of services delivered by the private and public sector organization and agencies to customers and citizens there is need to continuously strive to understand factors that can contribute to improved service output. Among those issues the study identified and reviewed were leadership qualities, ethics and accountability. These factors influence the nature of services provided through various aspects of the service delivery structures, processes and components (Clemes, Gan, Kao, & Choong, 2018).

Leadership is critical for the success and survival of all forms of organizations. Hughes, Ginnett, and Curphey (2012) argue that the role of leadership in organizations is to put structure and order. Leadership in organizations has to direct and coordinate the work of group members and building interpersonal relationships with others. Influence by showing your followers that you want to achieve results is critical. Leaders who are visionary can actually steer the organization towards great success.

In Tanzania, leadership effectiveness is shown by quality results evidenced in outputs such as products and services. The coordination of the human element in achieving set goals and objectives is critical. Getting results through others and the ability to build cohesive, goal-oriented teams is the essence of a good leader (Brown, Ryan, & Parker, 2020). To achieve the desired results leaders, have to possess certain traits, skills and adopt suitable management styles.

Apart from possession of noted qualities, leadership will have to be ethical and accountable to varied stakeholders in service delivery chain to be effective. (Kearns, Livingston, Scherer & McShane, 2015) propounded a similar idea by stating that leadership involves intellectual and moral content in order to analyse what needs to be done and act on that analysis. This underscores the question of responsible leaders because they have to work on the

shortcomings and project future plans and strategies. This discussion emphasizes partnerships—a leader cannot work alone but needs a team. Raga and Taylor (Han, & Ryu, 2019) contend that ethics are as important for the public servant as blood for the body. Ethical leadership easily influences followers. Employees who do not perceive a leader to be an ethical leader are less likely to be influenced by him or her (Amin, & Nasharuddin, 2013).

Accountability is also related to ethical leadership and the ability of organization to deliver desired results. Accountable leadership indicates willingness and ability to justify one's beliefs, feelings and actions to others in line with implicit or explicit expectation. Leadership accountability has to do with acceptance of responsibility, voluntary transparency and answerability which are important for result driven environments (Ali, & Zhou, 2013). According to Byrkjeflot, Christensen and Læg Reid (Yuan, Cai, Morrison, & Linton, 2015), recent transformations of the public sector have been accompanied by shifts in conceptions of accountability from democratic forms to managerial ones and from professional to market accountability. Nyamori (2009) noted that this has in turn been marked by a shift from accountability for processes, equity and access to inputs, outputs as well as results.

During the last two decades, management and more so, marketing science has witnessed a paradigm shift from short-term exchange transactions to long-term, mutually satisfying relationships between customers and firms. Relationship management receives renewed interest in marketing (Hollensen, 2015). Consequently, organizations are focusing heavily on customer relationship development and investing in customer relationship management systems. The customer-seller relationships are now recognised as pervasive, inescapable and highly interdependent, with ties between consumers and businesses vital to the interests of both parties (Joshi, 2013).

As noted by Halinen, (2012), service delivery is the cornerstone of organizations in the private and public sectors and is currently at the centre of relationship management. Service delivery is influencing design and structure of organizations as they strive to get the optimal delivery approaches, processes and procedures. According to Panda (2003) in most cases, the success of a service provider is dependent on the high quality relationships with customers. By understanding that service quality is of greatest importance to consumers, organizations are able to refocus their resources to lower costs while boosting market share, profitability and consequently improving the consumer experience.

1.2 Statement of the problem.

According to Wheelen and Hunger (2008), organizations which engage in strategic plans outperform those that do not. This view was supported by Katsiolouides (2002) that better performance is experienced in organizations that engage in strategic management than those that use unplanned, opportunistic and adaptive approach.

According to Transparency International (2016), customers were dissatisfied with the services provided by their leaders that majority of them were unlikely to reelect them. Majority of the residents rated service delivery as average or poor. This was a serious indictment of the leadership in the counties.

Despite the previous studies had attempted to address issues related to this study the researcher noted that there were gaps in literature that needed to be addressed. Merwe, Van Graan and Ukpere (2013) carried out a study on leadership challenges in the police service. The study focused on leadership challenges experienced in the police service of South Africa. The study observed that there is a relationship between leadership and performance. Gaitho (2017) in a study on leadership qualities and service delivery focused on qualities of leadership, accountability and ethics and their relationship to service delivery. The findings of these studies

contradicted Onserio (2018) who found that leadership had no significant effect on performance in the organization. Habba, Modding, Bima and Bijang (2017) in a study on leadership, organizational culture, job satisfaction and performance also found that leadership had no significant effect on performance. This study therefore ought to analyse the effect of leadership and management capacity on quality service delivery, A case of Masasi Mtwara Cooperative Union, Mtwara Region.

1.3 Objectives of the study

1.3.1 General Objective

The general objective of the study was to assess the effect of leadership and management capacity on quality service delivery in Masasi Mtwara Cooperative Union.

1.3.2 Specific objectives.

The study was guided by the following three specific objectives;

- i. To examine the effect of leadership qualities on quality service delivery in Masasi Mtwara Cooperative Union.
- ii. To determine the influence of leadership ethics on quality service delivery in Masasi Mtwara Cooperative Union.
- iii. To investigate the contribution of leadership accountability on quality service delivery in Masasi Mtwara Cooperative Union.

1.4 Research questions

- i. What are the effects of leadership qualities on quality service delivery in Masasi Mtwara Cooperative Union?

- ii. What are the influence of leadership ethics on quality service delivery in Masasi Mtwara Cooperative Union?
- iii. What are the contributions of leadership accountability on quality service delivery in Masasi Mtwara Cooperative Union?

1.5 Significance of the study

This study intended to assist policy makers to recognize that leadership and management is a vital process and therefore for it to be effective, policies should be reviewed from time to time to reflect valuable information on key issues and guidelines concerning how to improve leadership in the management. This study intended to help the researcher to fulfil the partial fulfilment for the award of the master's degree of at Arusha Institute of accountancy (IAA). The study also aimed at helping practitioners such as management of Masasi cooperative union to understand the significance of practicing good administration on leadership, being creative and always thinking of alternative ways of improving the quality of service.

1.6 Organization of the study

Chapter one covers background, statement of the problem, research objectives and research questions. It also covers significance of the study, scope, limitations and finally organization of the study. Chapter two covers definition of key terms, theoretical review, the empirical literature in establishing the gaps of this study, and conceptual framework of study. Chapter three covers research design, research approach, and study area, sampling methods, data collection methods, data analysis, validity, reliability of data and finally the issue of ethical consideration.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction.

The chapter examined what other authors contributed towards the current study, and it is divided into theoretical literature review, conceptual terms as used in the study, theories guiding the study, empirical literature review, research gap, and conceptual framework.

2.1 Definitions of the Key terms.

2.1.1 Leadership and Management

According to Kotter (1999:73), leadership initiates changes and management deals with the question of coping with the complexity brought about by the changes in question. A leader is required to be able to determine direction. A leader should be able to gather a broad range of data and provide correct interpretations. A leader is able to direct and guide from the premise of a vision and strategies that are beneficial to the people, organisation and the employees.

In the literature on communities of leaders, leadership is seen as a process that is shared among different stakeholders. Senior leaders are viewed as leaders among leaders. They are responsible for promoting leadership development and growth at various levels of the organisation. This context has a flatter and more integrated organisational structure and participants who share common values and purposes (Covey, 1993). The interactive nature of this leadership style promotes the democratic principles of leadership, consultation and negotiations and recognises interdependency between followers and leaders. This approach recognises the important role played by followers in aiding or resisting the imposition of the leader's ideas on the group. It recognised the idea that leaders are there to serve others as well

as to lead at the will of their followers. According to Covey (1992), there are characteristics that distinguish people who are principle-centered leaders and these are people acumen, organisational skills, intellectual capacity and self-confidence. The leadership and management of the Department of Health and Social Development could be more effective with the incorporation of these attributes. The traits are not only characterising effective leaders but serve as signs of progress. A leader needs to have certain characteristics that will distinguish him or her from other people.

2.1.2 Leadership Quality

Leadership qualities are essential for anyone who makes decisions and manages people within an organization. The more adept a manager is, the better the overall business runs and the more profit it makes. Is playing strong leadership skills in the workplace offers many benefits. Maintaining an effective leadership role in which you support and direct your team members helps ensure a positive business culture and comfortable work atmosphere (Amin, & Nasharuddin, 2013). Effective leadership can also contribute to increased revenue for your business, as a well-run business in which everyone is on the same page leads to increased productivity.

2.1.3 Leadership ethics

Ethical leadership is a form of leadership in which individuals demonstrate conduct for the common good that is acceptable and appropriate in every sphere of their life (Han & Ryu, 2019).

2.1.4 Leadership accountability

Accountability in leadership is vital to business success, but many leadership teams acknowledge that they have a lot of room to grow in this area. Global research led by leadership

accountability expert Vince Molinaro found that 72% of business leaders and HR professionals agree that accountability is critical for business success. But only 31% are satisfied with the level of leadership accountability they see in their own organizations (Sarver & Miller, 2014).

2.1.5 Quality service delivery

Quality of service delivery Service quality is a comparison of expectations with performance. A customer's expectation of a particular service is determined by factors such as personal needs and past experiences (Peruzzotti, 2016).

2.2 Theoretical Review

The study was guided by one theory as here under;

2.2.1 Path Goal Theory

Path Goal theory deals with the way leaders motivate their followers to achieve organizational goals. This theory was developed by Robert J. House in 1971 and revised by House and Mitchell in 1974 (Cote, 2017). The theory postulates that followers consciously consider courses of action and assess the likelihood that each course of action will yield desirable and undesirable outcomes, the followers then act in a manner which they consider to maximize the achievement of what is positive and minimize what is negative (Knight, Gary and Hanges, 2004). According to this theory, there are three assumptions about human behaviour: that subordinates behave in a self-serving manner: that human beings become uncomfortable and experience stress when in ambiguous situations: and that the reduction of ambiguity in the work place would increase the satisfaction of workers and consequently increase productivity (Ani, Oliver, Okpala, Dyages and Akese, 2017). In agreeing with this argument, Malik, Hassan and Aziz (2014),

postulate that the way leaders conduct themselves can influence their followers leading to changes in attitude, behaviour and motivation (Malik *et al*, 2014).

According to Cote (2017) this theory makes two propositions: that, leader's behaviour is seen as acceptable by the individual workers and the leader is a source of satisfaction now or in the future. Secondly, leader's behaviour will motivate the individual workers to the extent that such behaviour will satisfy worker's needs on performance and such behaviour which accommodates the individual's environment to support and reward effective performance. Therefore, leaders should conduct themselves in a manner that support their followers and contribute towards reduction of their followers 'deficiencies if they are to become efficient. The way the leaders treat their employees affect their job satisfaction and motivation and this will consequently affect the performance of the employees.

Leadership should aspire to increase the payoffs that the employees receive in order to increase their motivation (Cote, 2017). This theory is suitable for the study because the quality of service delivered to the citizens is largely dependent on the level of motivation of the county government employees. The theory further assert that the motivation can be boosted by the leaders ensuring that the goals are easier to achieve through coaching and direction, removing obstacles in attainment of goals and making work more satisfying.

The quality of training provided to the county government employees is essential in ensuring that they know what is expected of them and improves personal satisfaction that is derived from the job. With improved clarity of roles comes improved service delivery to the citizens. The quality of service delivery is also dependent on the supervision provided by the county government leadership. Leaders should be able to exercise their reward power to achieve the desired results. In situations where the leadership is not assertive, the productivity will be

affected. The leader should minimize role ambiguity by ensuring that the employees know what will result whether a reward or a punishment when they attain or fail to attain the expected goals (Ani *et al*, 2017). The leader should consistently deliver the reward or punishment as per the outcomes. The leader should make the outcomes associated with the desired goals by ensuring that the employees understand the behaviours and strategies that will lead to the achievement of the goals. Ani *et al* (2017) posits that leaders clarify how the workers should perform their tasks by modelling the appropriate behaviour.

Critics however argue that the Path Goal theory is so complex and incorporates so many different aspects of leadership to the extent that interpreting the theory can be confusing (Northouse, 2016). The critics argue that the theory makes predictions about which of the four leadership styles is appropriate for tasks of different structure, for goals with different levels of clarity, for followers with different abilities and for organizations with different degrees of authority. Another criticism of Path Goal theory is that it has received only partial support from many empirical research studies that have been conducted to test its validity (Northouse, 2016). They argue that some researchers have supported the prediction that directiveness of the leader is positively related to workers satisfaction when tasks are not clear but there are other researchers who have failed to confirm this relationship. While agreeing with this criticism Evans (1996) assert that the claims of Path Goal theory remain tentative since research findings have failed to provide a full and consistent picture of the basic assumptions. Another criticism is that the theory fails to adequately explain the relationship between leadership and worker motivation. Although the theory incorporates tenets of expectancy theory it does not go far enough to explain how leadership is related to these tenets.

This theory is relevant to the study as it provides a good basis to understand the relationship between leadership and service delivery. According to Jermier (1996), path goal theory provides

the groundwork for understanding situations where the leader's behaviour will motivate subordinates performance and job satisfaction. The key features of path goal theory of leadership emphasize the responsibility of the leader towards the workers' attainment of goals. Using these key features, service delivery can be improved in county governments if the leaders remove the obstacles on the path of employee goal attainment, if they consistently deliver reward and punishment depending on the outcomes and if they would ensure clarity of roles of their subordinates.

2.3 Empirical Literature Review.

2.3.1 The effect of leadership qualities on quality service delivery

Mwenje (2016) assert that the value of the leaders drives them to act fairly towards their followers which results in an atmosphere of mutual trust, transparency and shared objectives. The study observed that visionary leadership will result in high levels of cohesion in the organization, trust, motivation and therefore better performance. It is important to understand the effect of leadership on performance in the organization because leadership is considered a key factor in achieving a firm's objectives. Effective leadership is a source of management development and sustained competitive advantage for performance improvement of the organization.

Organizations today have started embarking into multifaceted approaches to improve the quality of their services & the topic of service quality has been recognized as one of the key strategic strength to organizations. The driving force for superior service quality is the effort & contribution of the service staff. In order to improve & provide excellence in service quality, it is important to focus on the process of service quality delivery (DCUNHA et al, 2017)

According to Demeter and Tapardel (2013), there are different styles of leadership depending on the structure of the organization. The differences in both style and organizational structure will result in different effects considering that the managers are faced with different situations and constraints in different organizations. Demeter and Tapardel believe that good leaders inspire subordinates' potential to enhance efficiency and also meet their requirements in the process of achieving organizational objectives. It therefore means that the execution of the strategy is dependent on the leadership capability in the organization.

2.3.2 The influence of leadership ethics on quality service delivery

According to Kihara et al (2016) the leadership wrangles between the executive and the legislative arms of the county governments have negatively affected strategy implementation in the counties. The supremacy wars between the national assembly and the senate have also led to a delay in strategy implementation in the counties due to delay in disbursement of funds to the county governments. The leadership should be aware of its responsibilities and their effects on strategy implementation. Leadership of the organization should be in the fore front in pursuit of service delivery initiatives of the organization. The commitment of the leader in ensuring that the employees deliver quality service will affect how effective the services will be delivered. In his study on the role of leadership in implementing service delivery found out that people centered was a key factor successful leadership. The study used a case study design and the data was collected using interview schedules. The sample size was 15 respondents. The data was analyzed by qualitative analysis.

Service quality is an overall result similar to attitude towards the service and generally accepted as a predecessor of overall customer satisfaction (Zeithaml & Bitner, 1996). Customers are the corner stones of service provider in that without customer it is difficult to assure sustainable continuity and growth of organizations. Hence, the Ethiopian public service organizations have

the responsibility to provide efficient service to clients and achieve the goals of their mission. To this end, government has been introducing various reforms to bring about a remarkable change that ensures expectations of the customers. For this very reason, public sector organizations put boldly the services they provided and express their willingness to implement effective and efficient service practically on the ground. It is vividly observed that there are complains in service provision and the satisfaction of customers when looking it vis-à-vis the status of service provision by organizations and perceptions' of customers (Hailu, 2019).

Maina (2016) asserts that leadership elements such as interpersonal traits, change consciousness and operational mind set have a significant effect on service delivery in the organization. The study used descriptive correlational design with a sample size of 90 respondents obtained by stratified random sampling. The data was collected using questionnaires and analyzed using descriptive statistics and regression analysis.

Twanga (2016) assert that leadership styles affect service delivery in an organization. There are different leadership styles adopted by leaders in organizations such as democratic leadership, authoritative and laissez-faire leadership. The styles adopted by the leaders affect the morale and motivation of the members of the organization. Employees who are led by democratic leaders are more motivated and their clients are likely to report high levels of satisfaction compared to employees lead by autocratic and laissez-faire leaders. The study used a case study design with a sample size of 46 respondents who were selected by purposive sampling. The data was collected by using questionnaires and analysed using descriptive statistics and presented in tables and percentages.

Leadership styles adopted by managers have been argued to influence the effectiveness of the service delivery process, resulting in greater levels of service quality being provided to

organisational customers (Zeithaml and Bitner, 1996). The types of leadership, such as transactional or transformational (c.f., Bass, 1997; Jolson, Dubinsky, Yammarino, and Comer, 1993) may therefore influence employees' service attitudes and behaviours, as well as the interrelationships between these constructs and managerial service delivery inputs (e.g., feedback to employees as per Jaworski and Kohli, 1991).

Kosgei (2015) in a study on effect of leadership development strategies on service delivery at KNH found out that, leadership strategies contribute to effective service delivery in the organization. The studies observed that leadership strategies transformed the organization's leadership and hence influence the services being delivered. The study used a descriptive survey design. The sample size was 60 respondents which were obtained using stratified random sampling. Both primary and secondary data was collected using questionnaires and documentary review respectively. The data was analysed using descriptive statistics and presented in form of charts, tables and percentages.

2.3.3. Contribution of leadership accountability on quality service delivery

Mwangi (2015) conducted a study on strategic plan implementation and service delivery at National Hospital Insurance Fund (NHIF). The study adopted a case study design and data was collected through face to face interviews. The data was analysed using content analysis and presented in pros form. The study concluded that leadership played a significant role in service delivery in the organization. It also concluded that resource allocation affected the ability and pace of strategic plans implementation.

Abass, Munga and Were (2017) conducted a study on the relationship between strategy implementation and performance in county governments in Kenya. This study adopted a case study approach where they studied Wajir County. The study made use of a sample size of 83

respondents consisting of County executive officers, chief officers, directors, administrators and other government officials. The data was collected using questionnaires and was analysed using both descriptive and inferential statistics. Regression analysis model was used to explain the relationship between the variables. The study concluded that there was a significant relationship between

Merwe, Van Graan and Ukpere (2013) carried out a study on leadership challenges in the police service. The study focused on leadership challenges experienced in the police service of South Africa. The study observed that there is a relationship between leadership and performance. Though the study dealt with leadership, it deferred from the current study in variables.

2.4 Research gap

A number of knowledge gaps were emerged from the studies being reviewed. First the researcher noted a conceptual weakness where the available studies have not studied the four variables of interest in this paper together. Most of the available studies have focused on two or three variables and did not provide theoretical underpinnings for studying influence of leadership qualities on service delivery in the public sector. For instance, Khemani (2006) focused on accountability and service delivery in local authorities having offered no theoretical ground for his study.

Despite the fact that each of these studies was able to provide successful outcomes, each of them was identified to have methodological shortcomings. Kanyane (2010) alluded to limitations of relying literature reviews only and the narrow scope in his study on public service delivery issues in the administration.

Gaitho (2017) in a study on leadership qualities and service delivery focused on qualities of leadership, accountability and ethics and their relationship to service delivery. The study

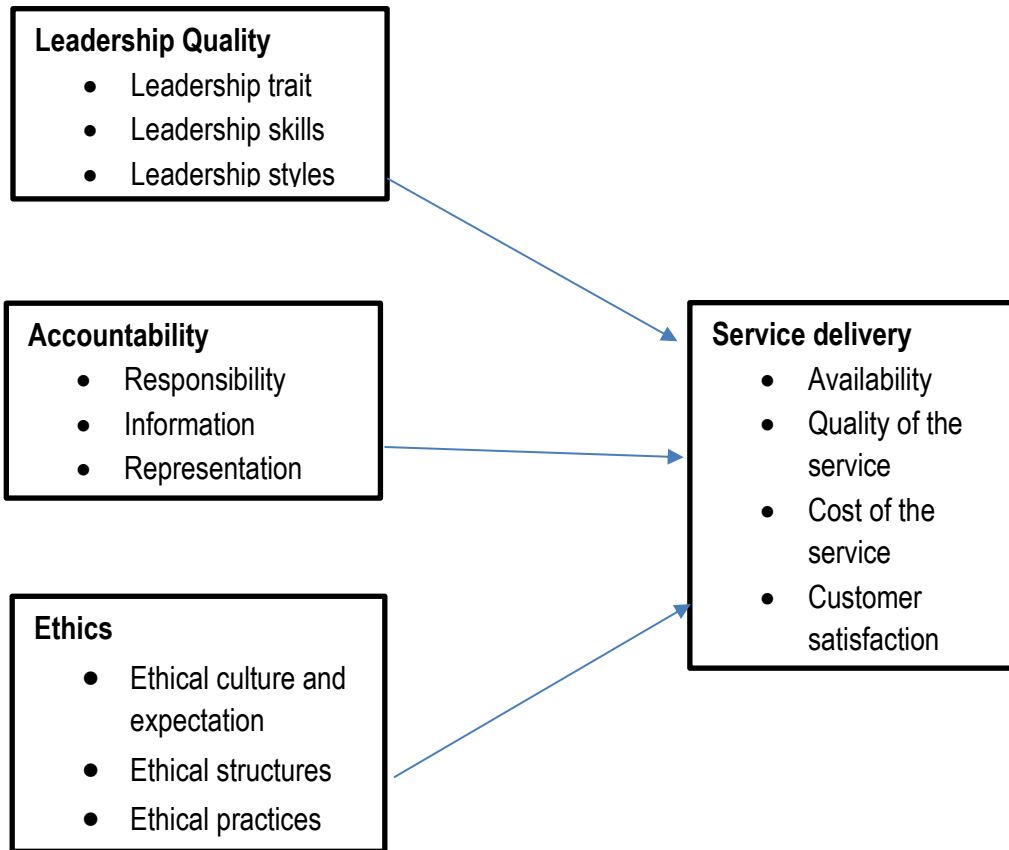
revealed that for better service delivery, the organization must ensure high level of accountability and ethics are maintained. The study of Merwe, Van Graan and Ukpere (2013), differed from the current study in design and variables adopted. The findings of these studies contradicted Onserio (2018) who found that leadership had no significant effect on performance in the organization. Habba, Modding, Bima and Bijang (2017) in a study on leadership, organizational culture, job satisfaction and performance also found that leadership had no significant effect on performance. A review of literature indicated that county governments experience service delivery challenges. This study was carried out in an attempt to fill the existing gap in literature.

2.5 Conceptual Framework.

A conceptual framework explains relationships between interlinked concepts and explains the connections between the variables (Smyth, 2004). The study conceptualised the linkage amongst leadership qualities, ethics and accountability on one end and service delivery on the other. Leadership qualities, ethics and accountability constituted the independent variables. Service delivery was the dependent variable. The independent variables influence the dependent variable as illustrated in Figure 2. 1. Leadership qualities (traits, skill and styles) directly interact with service delivery. The framework depicts a situation where accountability and ethics first interact with leadership qualities and consequently service delivery. The study assumed that, accountability and ethics interact with leadership for them to influence service delivery in organisations.

Figure 2. 1 Conceptual framework

Independent variable **Dependent**
variable



Source: Researcher, 2023

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction.

This chapter presents the methodology employed in data analysis in order to reach the conclusion about the findings. This chapter describes the research design, study area, study population, sample size, data collection techniques and data analysis procedures.

3.2 Research design.

According to David et al (2010) research design is a roadmap used to guide implementation of the study. There were different designs available for research studies. Hence the study was conducted using a single Case study research design because Masasi cooperative union was a case used in this research.

The reason to use case study design included the following: case study design helps a researcher to provide an intensive description and analysis of a single situation; it involves in depth contextually analysis of the similar situations in other organizations where the nature and definition of the problem happens to be the same as experienced in the current situation; it is a fairly exhaustive method which enables the researcher to study deeply and thoroughly different aspects of the phenomenon; it also saves both time and costs (Kothari, 2004) as cited by Zamzam (2016).

3.3 Research Approach

This study was conducted using the mixed approach including qualitative and quantitative approach whereby qualitative (by asking open-ended questions and using interview) and

quantitative approach was used to collect quantitative data which included closed-ended questions and or multiple choice questions in order to answer the research questions and thus arrive at the goal of the research (Kothari, 2010). The qualitative method of inquiry allows the researcher to understand the respondents in terms of their views of Msasani cooperative union. According to Kothari (2009), qualitative method of inquiry allows one to understand the respondents in terms of their definition of the world. Also in this study quantitative approach was employed for the purpose of collecting data that are seen in terms of measurements.

3.4 Area of study.

Mtwara Region is one of Tanzania's 31 administrative regions. The regional capital is the municipality of Mtwara. Mtwara is a home to Tanzania's 4th president Benjamin Mkapa. The boundary with Mozambique to the south is formed by the Ruvuma River. To the west, Mtwara is bordered by Ruvuma Region, to the north by Lindi Region, and to the east is the Indian Ocean.

Mtwara, like the rest of Tanzania, is mostly a farming community. Farming is the main source of income for the region's residents. Agribusiness employs over 92 percent of the population, in addition to other rural activities such as fishing, beekeeping, and small-scale manufacturing. Arable land makes up about 85 percent of the region's total area. However, only about a quarter of this is cultivated. The average farm size per rural home (169,482 households - 1988 Census) is projected to be 1.5 ha, with an average of 4.4 people.

3.5 Target population.

Population refers to all cases that conform to some designated set of specification (Nachmias and Nachmias, 2018). The target population of this study comprised 88 respondents. This study was conducted in a Cooperative Union namely MAMCU (Masasi and Mtwara Cooperative

Union) from Mtwara region. This population was chosen because it was drawn from the area which is assumed to hold same characteristics, Kothari, (2004).

3.6 Sample size and Sampling techniques

3.6.1 Sample size

Sample size according Kothari (2004) is defined as a collection of some parts of the population on the basis of which judgment is made small enough to convenient data collection and large enough to be a true representative of the population from which it had been selected.

The Sample size of study was 88 which included all employees of Cooperative Union namely MAMCU (Masasi and Mtwara Cooperative Union). In selecting sample size, the study employed census sampling technique because the researcher intended to make every single respondent participate in the study (Mugenda, 2003).

3.6.2 Sampling techniques

In selecting sample size, the study employed census sampling technique because the researcher intended to make every single respondent participate in the study. This technique was preferred because it enables to avoid bias (Cooper and Schindler, 2011).

3.7 Data Collection.

In this regards two types of data was collected; namely primary and secondary data (Mugenda, 2010). Primary data are those data which are collected for the first time and in principal they are original in nature (Mugenda, 2010). These was collected from respondents via a data collection method to be employed. Secondary data are those which are collected sometimes earlier and some statistical processes. Indeed these data are available in Journals, reports and other professional publication

3.7.1 Questionnaire

The questionnaires was being given to all 83 respondents. The vital reason for apply questionnaire in the study is to enable the research to get more information about the demographic characteristics of respondents, contribution of leadership management and quality service delivery. Questionnaires was addressed to the respondents by using Likert scale questions as attached in appendix II. Moreover, questionnaires included questions where 'Yes and No' and multiple response' questions will be used.

3.7.2 Interview

According to (Kothari, 2009), interviews involve a set of questions intended to collect information, through oral or verbal communication in a face-to-face contact between the researcher and respondents. The unstructured interviews was conducted with five (5) respondents including leaders of the union in a situation where one found it difficult to answer the questionnaire, due to some reasons such as having no time to fill the questionnaires. This allowed the discussion to cover a large area in a great detail.

3.7.3 Documentary Review

Documentary review is a method of data collection which involves reviewing of existing literatures that can provide a key concept to be used in any area of interest. The researcher reviewed various material records documents, books, journals and websites; from Internet and library. This method of data collection may be suitable in situations where respondents fail to respond to all the questions that they are asked due to lack of correct memories and shortage of time.

3.8 Data Processing and Analysis

After data collection, the data was edited and processed using Statistical Packages for Social Sciences (SPSS) computer software version 20.0. The researcher employed SPSS to examine the completeness, consistency and comprehensiveness of data.

Also the study adopted content analysis technique to analyse the qualitative data from interview and open-ended questions from the questionnaire. This study used the Descriptive statistic technique to present quantitative data in interpreting the information through frequency, percentages and a mean.

3.9 Validity and Reliability

3.9.1 Validity of data

Validity refers to the extent to which differences in observed scale scores reflects true differences among objects on the characteristic being measured rather than systematic or random error (Huang, 2012). To ensure validity, the questionnaire and interview guide was subjected under pre-test through carrying out a pilot study to check the accuracy of the instruments in order to make corrections wherever there was a necessity of doing so. Few selected respondents was identified and employed for that purpose. Then, the efficiency and quality of data collected was checked and respective questions were edited before the actual data collection.

Therefore, in this study Validity was conducted through the pre-testing of the questionnaire as the main research tool for clarity and assurance that it generates relevant data for analysis and knowledge gap filling.

3.9.2 Reliability

Reliability of research instrument refers to the degree or extent to which research instrument produce consistent results of data over time if the repeated measurements are done (Saunders, 2009) as cited by Irene (2020). Usually reliable measuring instrument contributes to validity. Reliability on the other hand was performed in all study variables after data collection to ensure both dependent and independent variables were consistent. Therefore, reliability was done using Cronbach Alpha test.

3.10 Ethical consideration

The researcher was careful to avoid causing any harm to respondents by not asking them irrelevant questions, using threatening language and making them nervous. Ethical principles like confidentiality, objectivity, respect and openness are very important in research and was observed by researcher during data collection. The researcher was keen to capture the views of each respondent which was achieved through preliminary discussions to be held by the researcher and respondents. This was to ensure respondents were fully aware of the importance of the study. Also to increase validity of the study, data was collected from reliable sources, the language used on the questionnaire was simple to avoid any ambiguity and misunderstanding. The researcher also adhered to the requirements of informed consent where prospective research respondents were fully informed about the procedures to be involved and to give their consent to participate. Similarly the anonymity of the respondent's was maintained and the confidentiality of the information was provided.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Chapter Overview

This chapter examined the findings of the study and the study analysis related to them. The background information of the respondents and findings from the analysis based on the objectives of the study is also provided. The study sought to assess the effect of leadership and management capacity on quality service delivery.

4.2 Response Rate

The study based on the effect of leadership and management capacity on quality service delivery. From the population of 83 respondents, questionnaires 72 were filled in and returned for analysis.

Table 4. 1 Response Rate

Class	Respondents	Percentage (%)
Response	72	87
No response	11	13
Total	83	100

Source: Field data (2023)

4.3 General Information of Respondents

The respondents indicated their age during the time of the study, gender, education level and length of time they have been working with the Masasi Mtwara Cooperative Union. All these were used to derive the respondents' general information.

4.3.1 Age of Respondents

The respondents were asked to indicate their age at the time the study was conducted and results were as shown in table 4.2

Table 4. 2 Distribution by Age of Respondents

Categories	Frequency	Percentage (%)
18-20 years	4	6
21-30 years	16	22
31-40 years	24	33
41 years and above	28	39
Total	72	100

Source: Field data (2023).

From the table 4.2, respondents who had age from 41years and above were 39%. The respondents who had age between 31-40yrs were 33%. Respondents who had age between 21-30 years were 22% and respondents who had age between 18-20 years were 6%. Most of

the respondents were those with families and they have covered the largest percent of the respondents. This is because most of the employees in Masasi Mtwara Cooperative Union are those who have families and have responsibilities to cover thus they had to be employed.

4.3.2 Gender of Respondents

The gender of respondents was also used to get their general information.

Table 4. 3 Distribution by Gender of the Respondents

Categories	Frequency	Percentage (%)
Male	48	67
Female	24	33
Total	72	100

Source: Field data (2023)

From table 4.3, it was found out that 67% of respondents were male while 33% were female. There is a relative gender balance. This indicated that there are more male employees than female at Masasi Mtwara Cooperative Union which indicates that, male mostly prefer activities related to collection and selling of agricultural products as having several complications to which for a female is hard to face.

4.3.3 Education Level of Respondents

The respondents were asked to indicate their highest level of education. Level was among Form IV, certificates, diploma, bachelor degree and masters with results in table 4.4.

Table 4. 4 Distribution by Education Level of Respondents

Categories	Frequency	Percentage (%)
Form IV	6	8
Certificate	18	25
Diploma	34	47
Bachelor degree	12	17
Masters	2	3
Total	72	100

Source: Field data (2023)

Most of the respondents (47%) indicated that they had a diploma as their highest level of education. Respondents with a bachelor degree as their highest level of education were 17% while 3% of the respondents had a master's degree and other 25% had certificate as their highest level of education and other respondents 8% had a form IV as their highest level of education. Knowing the respondents' level of education is very important factor in measuring the respondent's ability and skills within the organization and his/her understanding of several concepts related to leadership and management.

4.3.4 Time Respondents have been involved in the current position

Table 4. 5 Time respondents have been involved in the current position

Categories	Frequency	Percentage (%)
Less than 3 years	4	5
4-6 years	20	28
7-9 years	12	17
More than 9 years	36	50
Total	72	100

Source: Field data (2023)

Respondents 50% indicated that they have been involved in the current position for more than 9 years. Respondents who have been involved in their position for 7-9 years were 17% and for 4-6 years were 28%. The least of respondents 5% indicated that they had been involved for less than 3 years. This implies that majority of respondents of Masasi Mtwara Cooperative Union have long work experience. The finding therefore helped the researcher to be sure that the respondents have sufficient experience in their respective jobs and could provide relevant information required for this study.

4.4. Test of Reliability and Validity

In order to determine if data collected were reliable and valid, the researcher conducted validity and reliability test. Cronbach's alpha and KMO were used as a scale to measure reliability and validity of data collected respectively.

4.4.1 Reliability Test

In this study the results from the findings of Cronbach's Alpha was above 0.6 for all items, the coefficient are significant as shown in the table 4.6 below.

According to Leedy (2006) when Cronbach alpha is greater than 0.9 (>0.9) it means that the internal consistency reliability is excellent. When it is greater than 0.8 (>0.8) the reliability is good, while greater than 0.7 is accepted and greater than 0.6 is still acceptable. When it is 0.5 to 0.58 is poor and when it is less than 0.5, internal consistency is unacceptable.

The test yielded the Cronbach's Alpha of .892 for three items of objective one, .941 for three items of objective two and .976 for three items of objective three as shown in table 4.6. These results proved that the data collection tools were reliable. In Cronbach's Alpha in order to say the data is reliable, the reliability result should be above 0.7.

Table 4. 6 Reliability Statistics

Variable	Cronbach Alpha	No. of items	Internal consistency
Objective one	0.892	3	Acceptable
Objective two	0.941	3	Acceptable
Objective three	0.976	3	Acceptable

Source: Field Data (2023)

4.4.2 Validity Test

Factor Analysis was used to assess the structural validity of the 5- Point Likert scale used. Factor Analysis is a technique used to find out and explore few unrelated and conceptually significant new variables (factors) by bringing together related variables. Before factor analysis method can be employed, Kaiser Meyer- Oklin (KMO) test should be conducted to test the sufficiency and adequacy of the data obtained and Barlett test should be conducted to test the normality of the distribution in the population (Pallant, 2005). The KMO tests whether partial correlations are small and whether the distribution is sufficient for factor analysis. The KMO value ranges from 0-1, it is interpreted as normal between 0.5 and 0.7, as good between 0.7 and 0.8, as very good between 0.8 and 0.9 and as perfect when it is over 0.9 (Field, 2005). After analyzing data collected on SPSS v.20 the result of KMO was 0.841. This implies that the results of this study were valid.

Table 4. 7 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.841
Bartlett's Test of Sphericity	Approx. Chi-Square	1.169
	Df	136
	Sig.	.000

Source: Field Data (2023)

4.5 How does leadership quality influence quality service delivery?

4.5.1. Leadership trait

The descriptive results on leadership trait are presented in table 4.8. Leadership trait had an impact on service delivery to a large extent. Results from the field show that, majority of the

respondents 34 (47%) strongly agree that leadership trait had an impact on service delivery to a great extent. Furthermore, 26 (36%) also agree with this statement, 8 (11%) of the respondents were neutral on whether leadership trait had an impact on service delivery to a great extent or not. 4 (6%) of the respondents disagree with this statement leadership trait had an impact on service delivery.

Results from the field indicated that Leadership Quality as the level of excellence, skill, and quality of individuals of a certain profession, whereby employees must have necessary skills and knowledge to be able to undertake their assigned duties and responsibilities. It is very important to consider an individual's skills and knowledge when recruiting new employees. Employees therefore must be competent and preserve integrity and openness in their dealings in order to encourage and build trust to people whom they serve. Having thorough knowledge of an organization's mission and objectives, as well as performance metrics and guidelines, requires good qualification.

Table 4. 8 Leadership trait

Response	Frequency	Percent
Strongly agree	34	47
Agree	26	36
Neutral	8	11
Disagree	4	6
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Source: Field Data, (2023)

4.5.2 Leadership skills

In this sub variable, respondents in the field were requested to indicate the extent in which leadership skills had an impact on service delivery.

Data from the field show that, majority of the respondents strongly agreed that leadership skills had an impact on service delivery and this was supported by 36 (50%) of the respondents. Furthermore, 16 (22%) also agreed with this statement that leadership skills had an impact on service delivery, 10 (14%) were neutral on whether leadership skills had an impact on service delivery or not. 6 (8%) disagreed with this statement and also 4 (6%) strongly disagreed this statement that leadership skills had an impact on service delivery. During the field, it was discovered that leadership and managerial competence requires skills based on theoretical knowledge, prolonged training and education based on tests and examinations, practicing and adherence to the professional code of ethics. Thus, an effective leadership and management system requires that the entity is staffed with leadership and management professionals, trained.

Table 4. 9 Leadership skills

Response	Frequenc y	Percent
Strongly agree	36	50
Agree	16	22
Neutral	10	14
Disagree	6	8
Strongly disagree	4	6
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Source: Field Data, (2023)

4.5.3. Leadership styles

The descriptive results on leadership styles are presented in table 4.10. Leadership styles experience had an impact on service delivery to a great extent. Results from the field show that majority of the respondents 38 (53%) agreed that leadership styles had an impact on service delivery. Furthermore, 16 (22%) also strongly agreed with this statement that leadership styles had an impact on service delivery, 12 (17%) of the respondents were neutral on whether leadership styles had an impact on service delivery to a great extent or not. 6 (8%) of the respondents disagreed with this statement that leadership styles had an impact on service delivery.

It was revealed that lack of skills and knowledge leads to inefficiency which ultimately affects the organizational performance, therefore, the study revealed that Leadership Quality is an essential factor to be considered by an organization during the service delivery.

Table 4. 10 Leadership styles

Response	Frequency	Percent
Strongly agree	16	22
Agree	38	53
Neutral	12	17
Disagree	6	8
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Source: Field Data, (2023)

4.6 How does leadership ethics influence quality service delivery?

The second research objective of this study was to establish how leadership ethics, affect quality service delivery. Using a five- point Likert scale, the study thought to know respondents' rate of agreements on various statements relating to the how leadership ethics, affect quality service delivery.

4.6.1 Ethical culture and expectation

In this sub variable, respondents in the field were required to show the extent in which ethical culture and expectation, affect quality service delivery. Majority of the respondents strongly agree that ethical culture and expectation affect quality service delivery and this was supported by 36 (50%) of the respondents. 22 (31%) of the respondents also agreed with this statement that ethical culture and expectation affect quality service delivery, 10 (14%) of the respondents were neutral on whether ethical culture and expectation affect quality service delivery or not. 4 (5%) disagreed with this statement.

Over the past years, the world has moved towards a more socialized sphere. Ethical aspect has become a crucial part of our life. Firms respond by changing the way of doing business. Firms adapt their business models, processes, structures, and increase ethical aspect in businesses, which leads to an increase in firm's efficiency, even the way business is operated today, ethical aspect cannot be left behind.

Applying ethical culture and expectation to the business operations will enable business trend to become more predictive, transactional mode of trade to become more consistent, supplier management to become more proactive, and business operations to become more reliable” (Umbenhauer & Younger, 2018).

Table 4. 11 Ethical culture and expectation

Response	Frequency	Percent
Strongly agree	36	50
Agree	22	31
Neutral	10	14
Disagree	4	5
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Source: Field Data, (2023)

4.6.2. Ethical structures

Respondents in the field were required to show the extent to which ethical structures affect quality service delivery. Majority of the respondents agreed that ethical structures affect quality service delivery and this was supported by 42 (58%) of the respondents. 16 (22%) of the respondents also strongly agreed with this statement that the ethical structures, affect quality service delivery, 6 (9%) of the respondents were neutral on whether the ethical structures, affect quality service delivery or not. 8 (11%) disagreed with this statement (Table 4.13).

It was discovered that, with ethical structures integrated into firm's business operations especially service delivery, the firm will have necessary competencies to competitively withstand in the industry.

Table 4. 12 Ethical structures

Response	Frequency	Percent
Strongly agree	16	22
Agree	42	58
Neutral	6	9
Disagree	8	11
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Source: Field Data, (2023).

4.6.3. Ethical practices

In this sub variable, respondents in the field were requested to elaborate if ethical practices affect quality service delivery. Majority of the respondents strongly agreed that ethical practices affect quality service delivery and this was supported by 44 (61%) of the respondents. 14 (19%) of the respondents also agreed with this statement that ethical practices affect quality service delivery, 10 (14%) of the respondents were neutral on ethical practices affect quality service delivery or not. 4 (6%) disagreed with this statement.

Table 4. 13 Ethical practices

Response	Frequency	Percent
Strongly agree	44	61
Agree	14	19
Neutral	10	14
Disagree	4	6
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Source: Field Data, (2023).

4.7 How does leadership accountability influence quality service delivery?

4.7.1. Responsibility

The descriptive results on responsibility are presented in table 4.15. Results from the field show that majority of the respondents 34 (47%) strongly agreed that responsibility affect quality service delivery. Furthermore, 14 (20%) also agreed with this statement, 9 (25%) of the respondents were neutral on whether responsibility had an impact on quality service delivery or not. 6 (8%) of the respondents disagreed with this statement responsibility had an impact on quality service delivery.

The service sector has assumed great economic importance over the past decade and enjoys the largest share in GDP all over the world. Quality service delivery has become an icon for

customers while selecting a service. Organizations today have started embarking into multifaceted approaches to improve the quality of their services and the topic of service quality has been recognized as one of the key strategic strength to organizations. The driving force for superior service quality is the effort and contribution of the responsible service staff. In order to improve and provide excellence in service quality, it is important to focus on the process of service quality delivery.

Table 4. 14 Responsibility

Response	Frequency	Percent
Strongly agree	34	47
Agree	14	20
Neutral	18	25
Disagree	6	8
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Source: Field Data, (2023).

4.7.2 Information

In this sub variable, respondents in the field were requested to indicate the extent in which information affects quality service delivery to a large extent. Data from the field show that majority of the respondents agreed that information affects quality service delivery and this was

supported by 44 (61%) of the respondents. Furthermore, 18 (25%) also strongly agreed with this statement that information affects quality service delivery, 6 (8%) were neutral on whether information affects quality service delivery or not. 4 (6%) strongly disagreed with this statement.

Table 4. 15 Information

Response	Frequency	Percent
Strongly agree	18	25
Agree	44	61
Neutral	6	8
Strongly disagree	4	6
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Source: Field Data, (2023).

4.7.3. Representation

The descriptive results on representation are presented in table 4.17. Representation affects quality service delivery to a great extent. Results from the field, show that majority of the respondents 16 (44%) strongly agreed that representation affects quality service delivery. Furthermore, 10 (28%) also agreed with this statement representation affects quality service delivery, 22 (8%) of the respondents were neutral on whether representation affects quality

service delivery to a great extent or not. 2 (6%) of the respondents disagreed with this statement that representation affects quality service delivery.

Table 4. 16 Representation

Response	Frequency	Percent
Strongly agree	32	44
Agree	20	28
Neutral	16	22
Disagree	4	6
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Source: Field Data, (2023).

4.8 Content Analysis Findings of Interview Data

The study collected qualitative data using interviews. The study adopted content analysis technique to analyse the qualitative data from interviews.

In the interview, one of the interviewee said: *There is a need for service deliverers to receive formal training, the aim is to ensure that both individual and employer take responsibility to ensure that the service personnel has the skills required to effectively serve the firm.*

Companies need to ensure that there is no skills and knowledge gaps and working with service professionals to develop training plans where

necessary. He said individuals need to recognize what skills were needed to do the job.

Another interviewee had the opinion that:

The central aim of quality service delivery is to obtain the services that will achieve value for money. As a result, developing and managing quality service delivery is a skill required by cooperative unions. He added that, service sector is one of the significant sectors in Tanzania which has a large impact in the country's economic development.

Another interviewee had the opinion that;

Despite that all cooperative unions apply service delivery techniques in order to enhance quality service delivery by ensuring good service to their clients on time, with agreed quality, but a number of obstacles are observed in service delivery. Some of the cooperative unions fail to achieve the objectives established during their operations due to existence of factors impeding quality service delivery.

In the interview, one of respondent said;

Service delivery team refers to a group of staff responsible for administering service delivery. The service delivery team contributes to facilitates proper service delivery and reduces complains associated with service delivery. He added that, service delivery team as the group of people responsible for managing service delivery in the organization are skilled employees who facilitate to increase the effectiveness of quality service delivery.

In the interview, another respondent said;

Quality service delivery is an instrument used by the cooperative unions to provide quality services to the clients. However, in the context of service delivery, these services are delivered through efficient service personnel by cooperative unions.

She added that, although some countries in Africa have made a great step in reforming their service delivery system, however, the aspect of quality service delivery has not been well implemented to yield best results.

Another interviewee had the opinion that;

The cooperative union has done several efforts to curb the incompetence in order to ensure effective service delivery in cooperative unions through service professionals, who are responsible for training of service delivery personnel in respect of their professional conduct.

4.9 Discussion of Findings

This part provides the discussion of the findings. The discussion related the findings presented in chapter four and those from past studies.

Leadership and management capacity are essential for enhancing employees' commitment to do better. The frontline employees must be guided and allowed to participate in decision-making so that they understand the impact of the delivery of services at every step. The results of the current study are in line with Banjarnahor et al. (2018) and Firdaus et al. (2019) that leadership accountability focuses on a specific direction, and has an influence on employee commitment. This type of leadership known for involving employees in decision-making, and the leader imposes decisions with consideration of feedback from other employees.

The results of this study confirmed that leadership quality has a significant positive relationship with quality service delivery. Leadership quality is not only significant but stronger than accountability leadership. The results of this study are supported by Dolatabadi and Safa (2010) and Bell and Mjoli (2014). Scholars have explained that quality leadership style plays a significant role in enhancing frontline employees' quality service delivery and brings positive outcomes. Furthermore, quality leaders enhance motivation, job satisfaction, performance, working conditions, and quality service delivery of frontline employees (Redshaw, 2000). Quality leadership is also supported by the findings of this study which show that frontline employees need guidance and coaching while delivering service to customers. Quality leaders' timely

support inspires and involves frontline employees in decision-making to improve the quality of service delivery.

Wambui, (2017), described staff competence as the level of excellence, skill, and quality of individuals of a certain profession, whereby managers in an organization must have necessary skills and knowledge to be able to undertake their duties and responsibilities. It is very important to consider an individual's skills and knowledge when recruiting new employees. Service personnel must be competent and preserve integrity and openness in their dealings in order to encourage and build trust to people whom they serve. According to Baily et al., (2008), having thorough knowledge of an organization's mission and objectives, as well as performance metrics and guidelines, requires good qualification.

Lyson and Farrington (2012) assert that service delivery calls for skills based on theoretical knowledge, prolonged training and education, competence based on practicing and adherence to the professional code of ethics. Thus, quality service delivery requires that the cooperative union is staffed with training and service based education (Lowe,2013).

According to Cotula and Lorenzo (2007), staff competency provides a documentation guide that depicts behavioral changes among employees within an organization. Thus, competency is employed to uncover employee requirements not only within the organization but also outside the organization. In addition, staff competence experienced in organizations is viewed in different scenarios the moment an employee takes action upon an initiative. In dare situations, employees in many organizations react based on past behavior they have found instituted. Thus, competent employees interpret situations with an aim of formulating possible reaction to take. This should be based on the context of how they have been trained to react to emergency cases.

Gilbert (2003) asserts that competence entails knowledge, skills and abilities that form an employee's attribute of job specification. It also shows specific qualities correlated with competent job performance used to measure employee performance. Moreover, it can be used to recruit and develop employees in the long run. This shows that competency is a model employed to all staff within an organization at various departmental positions. Also, it is the most effective way of meeting critical and competent standards within the human resource management system. An organizations core competency differentiates its market share from other companies to gain a competitive edge in the market place. This is mainly viewed as a strategic strength. Thus, organizations are in a perfect position to define behavioral pattern to yield profitable results based on an organizations desire. By incorporating competencies, employees are capable of knowing what areas to focus on to remain productive and competent. As a result, organizations will have a clear picture on possible effective tactics to improve and develop employee competency plan (Argawal, 2010).

Stein (2009) stated that the method of proficiency progress is a lifetime sequence of undertaking. As skills apply to occupations, permanent competence growth is linked to individual growth as a management theory. To add on this, it requires a distinct atmosphere, where the guidelines are essential in order to bring together novices. However, individuals at a more progressive stage of proficiency will methodically violate the procedures if the conditions require it. This atmosphere is defined using terms such as learning, information establishment, organizing and enablement. In specific organization or professional communities, professional skills, are more often than not valued. Similar skills must be verified in a job interview. Nonetheless, nowadays there is different ways of looking at things: that is, there are broad areas of work-related abilities required to hold a post, or get a promotion. For all organizations and groups there is a set of duties that capable people have to provide to all the time.

Quality service delivery is manifest in the positive outcomes of availability quality of the service. When quality service delivery is high then we know it is indicated by the availability quality of the service. The result of quality service delivery is consistent with the findings of scholars like Babakus et al. (2003) and Ashill et al. (2008) who have argued that quality service delivery enhances availability quality of the service, cost of the service and customer satisfaction in organizations. This study's results confirmed that quality service delivery is a positive indicator of employees' performance in terms of the availability quality of the service.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Chapter Overview

In this last chapter, the conclusion, recommendations as well as critical evaluation of the study on the assessment on the effect of leadership and management capacity on quality service delivery in Masasi Mtwara Cooperative Union.

5.2 Conclusion

From the above discussion, it can be deduced that leadership and management capacity had an influence on the quality service delivery. It means for quality service delivery, leadership trait, leadership skills and leadership styles have positive impact on quality service delivery. This study is consistent with that of Rendon (2010), who found that service delivery personnel should be well-skilled based on continuing workshops training and education, be committed and well-experienced, as it will enable quality service delivery. The respondents' interview revealed that the staff's dedication is the primary influence on quality service delivery, which enables the business to achieve its goals.

In the second objective, the study concluded that leadership responsibility and leadership representation affect quality service delivery. The study concludes that applying leadership information to the service delivery will enable quality service delivery to become more predictive. In the last objective, the study concluded Ethics affects quality service delivery. This was witnessed through Ethical structures, Ethical practices and Ethical culture.

5.3 Recommendations

5.3.1 Regular training on quality service delivery

There should be regular training on quality service delivery to the cooperative unions. Cooperative unions should ensure that their employees are well trained and educated on

quality service delivery issues as it will enable the organization to have employees who will deliver quality services and enable the organization to improve its performance.

5.3.2 Leadership should promote an inclusive culture

A leadership and governance should promote an inclusive culture, which ought to foster in everyone the feeling of being part of a community. This will create solidarity and a sense of belonging. It should develop a culture of respect and dignity. Leadership ought to be able to identify utilise and manage the potentials of people to create quality service delivery. Leadership should motivate others to do more than they had originally expected and even more than they thought possible.

5.3.3 Leadership should encourage innovation and effective teams

The leadership ought to create a climate, where innovation and initiative are encouraged, where risk is accepted and well managed. The public service ought to create a climate where people empowered to make a difference and motivated to use their potential for the good of the public service and the community that it serves. This is espoused in the path – goal theory of leadership. Although people have become more individualistic the study suggests that effective teams deliver more than effective individuals.

The study suggests that the teams that succeed are those where cooperative union ought to focus the team firmly on the customer. Leaders ought to do this with the knowledge that it is not just the route to successful service delivery but also the way to energise the team.

Furthermore leaders ought to maintain and increase successful partnership inside the cooperative union and increasingly beyond it. The leader should link the activities to the quality delivery of service.

5.3.4 Leadership quality (personnel competency) and quality service delivery

The study recommended that staff knowledge levels and technical skills of employees enhance efficiency and effectiveness in service delivery. Various measures need to be kept in place to ensure employee competency is provided in running and survival of Cooperative union in Mtwara. The management of Cooperative union in Masasi-Mtwara should ensure that employees have knowledge in service delivery competency required to carry out the job competitively.

The Service Delivery Improvement Programme should be part of the strategic planning. These programmes or plans should be aimed at bringing Cooperative union to higher levels of performance hence improve service delivery. The Service Delivery Improvement Programme seeks to protect customer's rights and transform the Cooperative union from bureaucracy to a result driven organisation. Departments are expected to develop Service Delivery Improvement Plans and the leaders should be assigned the responsibility. The plans need to be reviewed in order to check progress.

In rendering effective and efficient services, the principles for service delivery should be in line with the government's policies related to quality service delivery. The objective of Cooperative union of Masasi-Mtwara is to improve service delivery, meet the needs of communities and improve the image of the Public Service. Cooperative union of Masasi-Mtwara is not an "add on" activity but a way of delivering services by putting citizens at the centre of public service planning and operations. It should be an integral part of strategic planning and implementation strategy of all programmes. The citizens can hold the public servants accountable for service delivery by this simple and transparent mechanism.

5.3.5 Accountability and quality service delivery

In respect to accountability, there should be use of appraisal mechanism on quality service delivery policy that will increase efficiency to the organization and widespread achievement of their organizational goals in the firm. The appraisal mechanism is an area of business where substantial improvements and cost savings can be made and may require a human resource manager to deal with service delivery policy. The study recommended that Cooperative union officials should emphasis the use of appraisal mechanism of service delivery activities so as to enhance quality service delivery.

Public Service Regulations of 2003, this legislative framework is aimed at transforming the Public Service delivery by involving the recipients of the service and ensuring that the public funds are utilised effectively and efficiently. The following values; consultation, service standards, access, courtesy, information, openness & transparency, redress and value for money have been identified for service delivery and are derived from the Public Service Regulations of 2003. The leadership has a responsibility of consulting customers as to the services they need so that whatever planning is taking place in the department the consumers of the service inform it. Customers should be consulted about the level and quality of the public services they receive, and wherever possible, should be given a choice about the services that are offered.

Government departments are required to publish service standards for existing and new services. The service standards are important in making sure that the public servants perform within the expectation of the customers. Customers should be told what level and quality of public services they will receive so that they are aware of what to expect. In delivering services to the communities, public employees need to show courtesy and consideration. Staff performance should be regularly monitored in order to avoid discourtesy (Batho Pele Handbook, 1999).

Departments need to set targets for extending access to public servants and public services. Special programmes for improved service delivery to physically, socially and culturally disadvantaged persons need to be implemented. This means that citizens should have equal access to the services to which they are entitled. Public services should be provided economically and efficiently in order to give customers the best possible value for money (Mmamokgothu, 2019).

5.3.6 Ethics and quality service delivery

Ethical consideration included in the organization management for the purpose of quality service delivery is of paramount important knowing that it will enhance organizational performance. The study recommended that the cooperative union in Masasi-Mtwara should know exactly the specific ethics required for each organizational function so as to ensure outstanding organizational performance. But also considering ethical practices, ethical structures, ethical culture and expectation so as to enhance higher levels of quality service delivery.

5.4 Suggestion for Further Study

Based on findings drawn from this study there should be a sequence after a while to find out if there are any changes that have occurred and a comparison with this data may be done to measure the extent of change or otherwise. A replicate study may be carried out in other areas of quality service delivery.

Taking into account the findings of this study, the department will need to consider implementation of leadership workshops, seminars, conferences, and training sessions to improve and create more knowledgeable awareness on how to lead organizations.

Kanungo (2018) maintains that three different stages are required for leadership to manifest within an organization:

Corporate leaders must demonstrate a desire to change the status quo and an intense sensitivity to environmental opportunities and constraints. They should also assess the needs, capabilities and inclination of organizational members.

Leaders need to formulate a vision, which is shared by stakeholders and articulate this vision using inspirational language.

Leaders must engage in acts involving personal risks and sacrifice. The presence of socio-cultural and gender diversity that create social stress requires a strong vision to focus on mutual goals and provide a sense of security. Furthermore, to gain trust of organizational members, the leaders have to act as role models, showing total commitment to achieving organizational objectives.

In order for the Cooperative union to have a smooth service delivery with the support of leadership, top management should be involved in these leadership workshops together with subordinates. The values and culture of the organization will determine the type of leadership styles to be instilled. An in-depth project plan will need to be designed in terms of the needs of the Cooperative union pertaining to leadership training and development. These workshops need to be conducted on a regular basis. Subordinate ratings of a leader must be collected and presented to leaders. This would draw the attention of leaders to the discrepancies held by the people they lead. Besides, management must be supportive to subordinates especially in ensuring that the workplace is conducive for all.

5.5 Critical evaluation of the study

It was not an easy task to complete the study on the leadership and management capacity affecting quality service delivery in public sectors using Cooperative Union in Masasi-Mtwara. The researcher had a great time to enjoy and equip with experience and skills of undertaking a research project. Theories being turned into practice were the best moment the researcher had

experienced. On the other hand, despite the new experience achieved, the researcher encountered several challenges the most challenging part of the study was on data collection within the shortest time as per the given schedule by the IAA. However, this challenging part was passed successful through use of internet and social network which facilitated timely collection of data. Then came the second challenge of organizing the data, cleaning, analysing and interpreting. But through enthusiastic and eagerness to learn, the challenge was also conquered successful.

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APPENDENCES

Appendix i: Questionnaire of Study

Part I: Personal information

Please tick or select ONE applicable option

1. Please indicate;

i) Gender of the respondent

Female

Male

ii) Age of the respondent

18 – 25

26 – 35

36 – 45

46 – 55

56 – 59

iii) Marital status of the
respondent

Single

Married

Divorced/ Separated

Widowed

2. What is your highest level of education?

University

College

Secondary

Primary

Other (specify)

4. What is your current title?

Part II: leadership quality on quality service delivery

No.	Statement	Strongly agree	Agree	Neutral	Disagree	Strong Disagree
1	Skills of the leaders leads to the quality of the service that is provided					
2	Unskilled leaders cannot provide quality service					
3	Leadership style when considered leads to quality of the service delivered					
4	All leadership style has an influence to the quality of the service that is provided					
5	Leadership traits leads to quality of the services that are provided					

Part III: leadership ethics and quality service provided

No.	Statement	Strongly agree	Agree	Neutral	Disagree	Strong disagree
1	Culture and expectations have an influence in quality of the service that is provided					
2	Good ethical structures lead to the quality of service that id provided					
3	Good ethical practice influence good service					
4	Ethical issues in the management has an effect to the customers also					

Part IV: leaders' accountability on quality service delivery

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strong disagree
1	Good choices of the leader leads to quality service					
2.	Provision of information from leaders to employees and other individuals lead to quality service					
3	Leaders being responsible to their works it increase quality of the service					
4	Good representation of the leaders leads to good quality of the service					

Response Rate

Class	Respondents	Percentage (%)
Response	72	87
No response	11	13
Total	83	100

Distribution by Age of Respondents

Categories	Frequency	Percentage (%)
18-20 years	4	6
21-30 years	16	22
31-40 years	24	33
41 years and above	28	39
Total	72	100

Distribution by Gender of the Respondents

Categories	Frequency	Percentage (%)
Male	48	67
Female	24	33
Total	72	100

Distribution by Education Level of Respondents

Categories	Frequency	Percentage (%)
Form IV	6	8
Certificate	18	25
Diploma	34	47
Bachelor degree	12	17
Masters	2	3
Total	72	100

Time respondents have been involved in the current position

Categories	Frequency	Percentage (%)
Less than 3 years	4	5
4-6 years	20	28
7-9 years	12	17
More than 9 years	36	50
Total	72	100

Reliability Statistics

Variable	Cronbach Alpha	No. of items	Internal consistency
Objective one	0.892	3	Acceptable
Objective two	0.941	3	Acceptable
Objective three	0.976	3	Acceptable

Leadership trait

Response	Frequency	Percent
Strongly agree	34	47
Agree	26	36
Neutral	8	11
Disagree	4	6
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Leadership skills

Response	Frequency	Percent
Strongly agree	36	50
Agree	16	22
Neutral	10	14
Disagree	6	8
Strongly disagree	4	6
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Leadership styles

Response	Frequency	Percent
Strongly agree	16	22
Agree	38	53
Neutral	12	17
Disagree	6	8
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Ethical culture and expectation

Response	Frequency	Percent
Strongly agree	36	50
Agree	22	31
Neutral	10	14
Disagree	4	5
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Ethical structures

Response	Frequency	Percent
Strongly agree	16	22
Agree	42	58
Neutral	6	9
Disagree	8	11
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Ethical practices

Response	Frequency	Percent
Strongly agree	44	61
Agree	14	19
Neutral	10	14
Disagree	4	6
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Responsibility

Response	Frequency	Percent
Strongly agree	34	47
Agree	14	20
Neutral	18	25
Disagree	6	8
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Information

Response	Frequency	Percent
Strongly agree	18	25
Agree	44	61
Neutral	6	8
Strongly disagree	4	6
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Representation

Response	Frequency	Percent
Strongly agree	32	44
Agree	20	28
Neutral	16	22
Disagree	4	6
Total	72	100

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

Appendix ii: Research Budget

ITEM	TOTAL
Data collection	30000/=
Data analysis	20000/=
Transport	50000/=
Food & accommodation	200000/=
Photocopy	30000/=
Air time(Telephone charges)	100000/=
Binding Proposal	50000/=
TOTAL	480000/=

Appendix iii: Research Work Schedule

SN	Research Tasks	March 2023	April 2023	May 2023	June 2023	July 2023
1	Proposal Writing					
2	Proposal Submission					
3	Proposal Defense					
4	Proposal Corrections					
5	Research Permits					
6	Data Collection					
7	Data Analysis					
8	Dissertation Submission					
9	Dissertation Defense					