MIDLANDS STATE UNIVERSITY

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS MANAGEMENT

AN ANALYSIS OF THE STRATEGIES USED TO ENHANCE SERVICE DELIVERY AT THE REGISTRAR GENERAL DEPARTMENT

BY

R111861A

This dissertation is submitted in partial fulfilment of the requirements of the Bachelor of Commerce in Business Management Honours Degree in Business Management at Midlands State University

Gweru, Zimbabwe

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DECLARATION

I (R111861A) do hereby declare that this research represents my own work, and to the best of my knowledge this paper has never been issued to any university or published for any degree program or diploma at any institution .All materials used in the research are fully acknowledged and sited in the study, references and appendices.

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The undersigned certify that they have read and recommend for acceptance, a dissertation entitled, "An analysis of the strategies used to enhance service delivery in the public sector (A case of the Registrar General Department) submitted by R111861A in Partial Fulfilment of the Requirements of Honors Degree in Business Management. (Midlands State University)

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DEDICATIONS

I dedicate this research project to the Nyamushamba family and the God Almighty for giving me the strength and resources as well as direction throughout this research study.

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Abstract

This research study was a case of the Registrar General Department and it sought to evaluate the effectiveness of the strategies used to enhance service delivery in the public sector. The research objectives were ,to identify the key strategies adopted by The Registrar General's department, in improving service delivery, to establish the ideal benchmark requirements for the strategies used that is the use of information and communication technology (ICT) and performance management to be effective in enhancing service delivery, to establish areas of concern not addressed by the existing strategies and the reasons why and to come up with recommendations designed for feasible improvements in making full utilization of the strategies adopted. The study was carried out under the assumption that the sampling method will represent the entire total population of respondents and the methodology to be used to enable accurate data collection. Descriptive research design was chosen to describe chosen because the population was wide and varied across the employees at the Registrar General Department as well as the citizens who had been served and those seeking services. Selltiz et al (1989) points out that the descriptive survey method can be used to collect information from the whole cross section of the population. Primary data was collected using questionnaires. The population for this research consist of managers, processing officers at the registrar general department and citizens of Zimbabwe who are approximately 12600 billion. For sample size, the researcher came up with a total of (68) respondents which comprised of (35) customers (3) supervisors and (30) employees. Stratified random sampling and purposive sampling techniques were used for data collection and the data was presented using tables as these made it easier to express, summarize and present the findings The findings indicated that vast efforts were being done by The Registrar General department in implementing Results Based Management system and that was the main variable which they want to adopt in order to improve on their services. The researcher then concluded that service delivery at the Registrar General has improved from the past years but is still not satisfactory and effective to the customers and the reason for this being the variables which enhance service delivery are not well implemented. The service delivery implementation of the Registrar department is concentrating much on implementing the ZimAsset and they are based on using the Results Based Management system and it is their priority. In house Training and development is being done at the Registrar General Department although mostly technical skills being covered than those of customer care. Customers indicated that the employees are rude and not helpful. Some customers accuse the employees to be corrupt and not transparent in the way they do their job. The Results Based Management is being used as the performance management system. Most employees to date now understand the system and are now working in conjunction with the Zim Asset strategies. The use of compensation and benefits to improve service delivery is being done except that the government is in debt and because of the current economy that Zimbabwe is in it is difficult to use financial incentives thus the Registrar General department has to focus on other methods that are crucial.

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Definition of key terms

❖ Customer feedback

Refers to responses from customers on how they feel, satisfied or dissatisfied with a product or a service.

❖ Service delivery

Surprenant (1987) viewed service delivery being team work that is targeted at improving customer overall fulfilment through administration and monitoring of provision encounters.

❖ Customer satisfaction

This is defined by Johnson and Marshall (2004) as an individual's feeling of contentment or dissatisfaction resulting from comparing a product's anticipated performance in relation to their expectations.

❖ Zim Asset

Zimbabwe Agenda for Sustainable Socio-Economic Transformation (Zim Asset) with the aim of facilitating an accelerated economic growth and wealth creation.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

This chapter establishes the study on the analysis of the strategies used to enhance service delivery in the public sector, a case of The Registrar General Department. It draws attention to the background of study; lay out the statement of the problem, research sub questions, and objectives of the study, assumptions, delimitations and limitations of the study. The chapter defines some of the terms in the study as well as laying down the summary of the chapter.

1.1 Background of the study

Since 1980, Zimbabwe has been going through different reforms, in an effort to improve on service delivery in the public service and has been facing grave socio economic challenges which resulted to deprived performance of the economy. The public sector faces challenges of poor service delivery. The Herald (24 April 2013) Ruzvidzo Victoria in business forum, elaborates on how the public sector is delivering poor services and in the forum is included the numerous complaints from the general public expressing their dissatisfaction with the service delivery by government employees. Binnendijk (2000) asserts that most African governments have been providing poor services to the general public.

According to www.rg.co.zw, The Registrar General Departments mission statement is to deliver efficient and effective services in the registration and processing of births, deaths certificates, brands, cremations, citizenship, voters, national identity cards, custodianship, marriage certificates and travel documents. Its vision is to produce quality personal documents and national voters' rolls within reasonable time. The core value includes Commitment, Professionalism, Efficiency, and Effectiveness, Time Consciousness, Leadership, Transparency and Accountability.

The Registrar General Department particularly the passport offices have been facing challenges of inefficiency and poor service delivery .The Herald (30 September 2013)

expands on this in the article National interest trumps political affiliation and the issues in the article are mostly complaints about the poor services at the passport offices in Zimbabwe. This proved to be apparent as proved by the never ending long queues each working day. The Daily News, (8 January 2012) article by Gugulethu Nyazema, titled Passport Office: Will queues ever disappear, expands on the challenges that are being faced by Zimbabwean citizens in trying to acquire important documents like a passport. The queues at the Registrar General Department at Makombe Building Harare are long to the degree that citizens prefer to sleep on the queue just so they can be served. Challenges at the Registrar General Department include lack of transparency and accountability in public offices, meaning that the employees have a leeway to prioritize their own interests at the expense of citizens. There is also corruption as the underpaid workers make bribes to help the desperate citizens. The Herald (13 March 2014) Mr. Tobaiwa Mudede said they have cases of corruption and whenever they have such cases they are dealt with according to dictates of the law and they have to fire employees engaging in corruption. There are also high cases of delays in receiving back the processed documents.

Strategies adopted by the Registrar General department to improve on service delivery includes training and development, performance management system, the use of compensation and benefits and as from 2012 they adopted the use of Information and Communication Technology (ICT).The Introduction of the ZimAsset on section 7.6 is the part on Public Administration, Governance and Performance Sub-cluster discusses the strategies to be adopted by the government in improving the public sector. Currently the Zimbabwean civil service uses Results Based Management system as a performance management system to measure performance. The Results Based Management system was introduced in the Zimbabwean government in 2006.Musingafi (2013) found out that the implementation of RBM in Zimbabwe has been an issue of debate concerning the issue of applicability and advantages. The Information and Communication Technology (ICT) system allows passport application forms to be downloaded from the internet and also they adopted a system whereby they send SMS messages to passport applicants to collect their documents when they have been processed. The Herald (13 October 2012) quoted the Registrar General Tobaiwa Mudede stating that the digitalization of operations would bring convenience to the public and improve on efficiency. The development was expected

to improve efficiency and reduce time spent queuing for the forms. The aim of this research is to evaluate the effectiveness of the strategies implemented that enhance service delivery at the Registrar General Department.

1.2 Statement of the problem

The Registrar General Department faces challenges mostly that of poor service delivery as evidenced by customer dissatisfaction, inefficiency and poor productivity. These challenges are indicated by the symptoms which include long queues and many complaints of discontented citizens thus creating a gap between services delivered and expected. Thus this research attempts to fill that gap by analysing the strategies implemented to enhance service delivery in the public sector.

1.3 Research question

Are the strategies to enhance service delivery adopted by the Registrar General Department ideally implemented and effective in improving on service delivery?

1.4Research sub questions

i   How does information and communication technology (ICT) improve on service delivery of the employees in the organisation?

ii   How effective are the existing information and communication technology facilities in improving service delivery in the organisation

iii How does performance management improve on service delivery in organisation?

iv   How effective are the existing components of performance management in improving service delivery?

1.5 Research objectives

- To identify the key strategies adopted by The Registrar General's department, in improving service delivery

- To establish the ideal benchmark requirements for the strategies used that is the use of information and communication technology (ICT) and performance management to be effective in enhancing service delivery

- To establish areas of concern not addressed by the existing strategies and the reasons why

- To come up with recommendations designed for feasible improvements in making full utilization of the strategies adopted.

1.6 Purpose of research

To analyse the strategies used to enhance service delivery in the public sector .This study is going to bring out the ideal standard that enhance optimum use of training and development, information and communication technology, compensation and benefits and performance management for them to be very functional. It is also going to identify areas that are not being fully utilized

1.7 Significance of study

1.7 .1To the Organization

This will help public sector and The Registrar General Department to improve their customer service as well as enlighten on how best to implement the strategies discussed that is performance management and performance appraisal, Information and communication technology ,training and development and the use of compensation and benefits on how best to utilize them for the best results.

1.7.2To literature

The research study will help put Midlands State University on the map so that it is recognized by external users. The findings can be used by fellow students to get an appreciation of the relationship or influence of leadership styles on the efficiency and productivity of employees. If successfully executed the proposal can be used to expose weaknesses of leadership styles and the results can be put in the library as a source of reference study for students who might want to carry out a similar study.

1.7.3To the Researcher

The research gives the researcher a sense of pride joy and satisfaction to have accomplished a research. The researcher was inspired by the problems she faced at The Registrar General Department offices thus feels it's a responsibility to vote for improvements of the services.

1.8 Research assumptions

The respondents were co operative and provided accurate true factual responses and information. The sample size selected was a true reflection of the actual population concerned. Data collected was accurate and can be relied upon.

1.9 Delimitation

Physically, the research was carried out at Makombe Building at the Registrar General Department offices in Harare. The time period of concentration under review is from 2008 to 2014.For theoretical study the research is concerned with the evaluation effectiveness of the strategies used to improve on service delivery and this includes information and communication technology, performance management and performance appraisal, training and development and compensation and benefits of employees.

1.10 Limitations

The financial resources in carrying out such a research were constraint thus the researcher made use of questionnaires .The respondents to be interviewed might give biased responses to protect their interests. There might be information inaccessibility to company records .The people might not respond at all so the researcher concentrated on those who co operated.

1.12 Summary

This section looked at the background to the study, particularly on the problems at
The Registrar General Department and the strategies that were implemented in order
to improve on service delivery. It also looked at the research questions, the objective
as well as the purpose and significance of the study. Limitations of the study were also
indicated.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Literature review is very crucial as it helps to identify the critical issues about any particular study or topic. Potosky and Waller, (2005) expands that literature review lays the theoretical foundation for research as drawn together from basic literature and previous studies. This section reviewed literature that gave this research its academic base. The researcher gives an account of what has been published on the topic, the evaluation of the effectiveness of the strategies used to enhance service delivery in the public sector. The literature material reviewed included books, scholarly report and research papers published in journals and books, and other sources like the internet, covering both the theoretical and empirical sources.

2.1 Service delivery

According to Jain (2006) service delivery is what in fact happens when customers obtain a service. Surprenant (1987) gave a detailed definition and viewed service delivery being team work that is targeted at improving customer overall fulfilment through administration and monitoring of provision encounters. Service delivery should be all about offering services as efficiently as possible to the contentment and pleasure of the purchaser. Kiragu (1998) noted that poor service delivery in the civil service is caused by labour which is unskilled, unfavourable working conditions and poor wages. The researcher concluded that, other causes of poor service delivery include lack of assessment and criticism from administration. Consumers need to appreciate and be satisfied with what is being delivered and how it is being delivered.

2.2 Strategies used to improve on service delivery at the Registrar General

The researcher observed that, the general public, customers of the Registrar General Department in Zimbabwe mostly complain about the poor services that are being offered especially at the passport offices. Most African governments have been offering poor services to the general public (Binnendijk 2000). Most of the complaints include lack of transparency as well as the rudeness of the employees. This is evidenced by article Chaos, corruption rock passport offices by Wongai Zhangazha in

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Zimbabwean Independent (06 May 2013). The researcher is of the view that all the strategies which help to improve on service delivery must lead to motivation of employees which in turn leads to better service delivery.

Armstrong (2006) explains that, firms are aware with what must be done to accomplish continued levels of performance through employees. He goes on to say that this meant paying close attention to how employees could be motivated by way of the use of incentives, benefits, leadership and, the occupation they do as well as the company's environment where they work. The goal is to create motivation and a work environment that is helpful to ensure that employees produce management's expected results. Arnold et al (1991) listed three components of what comprises of the motivation process that is direction, effort and persistence.

From the above discussion, to achieve a desired service delivery, organisations have to follow the motivation process which was suggested by Arnold et al (1991). Performance management is one way to achieve that .Training and development also enhances service delivery. The use of compensation and benefits is also a strategy to enhance service delivery. Information and communication technology is a recent strategy and researchers have found out that automation has many advantages and improves on the overall performance of organisations.

2.2.1 The Concept of Performance management

Performance management is a strategy which can be used to enhance service delivery. The Public Service (1998) is of the view that performance management as progressive control process by management whereby the supervisor and the subordinate sit face-to-face at standard set intervals per year to check progress on predetermined goals for the do good to of both the employee and the public service. Armstrong (2006) defines Performance management as a systematic process for improving organisational performance by developing the performance of individuals and teams. Bussim (2012) is of the view that performance management as a continuous process of improving individuals, teams and organisational performance and this is in line with the definition given by Armstrong (2006). Stringer (2005) establishes that, comprehension of performance management methods and results of different administration and control designs is restricted thus there is no unity on the suitable scheme for starting and satisfying performance management.

From the above discussion, the researcher is of the understanding that that, in order for employees in the public sector to deliver satisfactory services to the citizens they should be motivated and well trained to achieve that thus the role of performance management. In the public sector the organisations should be serving the citizens and providing standard services that the customers will be happy to pay for at a standard price. The Public Service Performance Management Training Manual (1998) noted that some authorities and companies liken performance management to Management by Objectives, whilst some say it is another name for Performance Appraisal. It goes on to say some define performance management as an annual occurrence related with training and development, whereas others declare it to be a course of action relating to performance related pay.

All of the above mentioned definitions are just parts of the definitions of Performance Management as it is broad to define. The Public Service Performance Management Training Manual (1998) acknowledges that Performance Management is a holistic process, which can embrace all these elements and more. Mandishona, et al (2003), combined elements that the definition of performance management should meet and these are objective setting; performance monitoring, coaching appraisal, development plans, rewards and sanctions dealing with underperformance and the linkage between individual and organizational goals.

From the above discussion, the researcher agrees that all these factors are part of the definition of performance management and that these factors if combine well should work as a catalyst to improve on motivation which in turn helps in enhancing service delivery. Bologun (2003) explains that performance management depends on definition of the company's goals, the organization's measurement of objectives, and the capability of management are the key inputs that organizations need to familiarize with to achieve continued productivity, cost reduction and improve on customer satisfaction. Bologun (2003) goes on to establish that, performance management is not a simple practice action, but an ever-changing, drive geared, troubleshooting, and result focused process. This is in line with the definition by the Public Service (1998). The Public Service (1998) states that goals of performance management are drawn from the on the whole company's goals and that they are set in collaboration by both subordinate and supervisor. Fletcher and Williams (1992) agrees with Armstrong

(1991) that performance management is not a one occasion wrap up answer, but a sequence that has to be tailor-made specially and independently for the particular firm.

2.2.2 Aims of performance management

Armstrong (2006) indicates that the whole point of performance management is to create an elevated performance way of life in which employees and teams are responsible and accountable for the nonstop enhancement of organisational operations and personal skills and inside a framework cultivated by an effective leadership. Its main reason is to centre employees on doing the right processed by succeeding on objective clarity. Armstrong(2006) goes on to say, purposely, performance management is all about aligning employees goals to company's goals and making sure that employees maintain firms core principles.

From the above discussion, the researcher feels that, in the public sector the goals to be achieved are that there should be standard service delivery offered to the general public. Civil servants should be managed in order to provide the services effectively and efficiently. Public Service Manual (1998) benefits of Performance Management to the Public Service is as follows: Clear work goals and responsibilities Greater commitment and motivation of staff at all levels reliable method of measuring performance Focus on results Elimination of unnecessary activity Improved retention and attraction of staff Improved communications Greater managerial motivation through goal setting. More effective development of people can be linked with a variety of Human Resource Systems like Performance Appraisal, Performance Related Pay, training and development, transfer, promotion, demotion.

2.2.3 Results Based Management

Zvavahera (2013) noted that the Zimbabwean Public Service Regulations of 2000 as amended in 2001 spell out that all civil servants should be appraised yearly in order to get better the delivery of services to the general public. The Zim Asset (2013) views the Results Based Management (RBM) system, as a system which focuses on clear organisational visions, missions, values, key result areas, goals and objectives, which are translated into a results framework of outcomes, outputs, strategies and resources. According to the Zimbabwean Public Service Regulations of 2000, they indicated that the leader of the department shall decide on the way to take on the foundation of the

appraisal to decide on advancement or promotion, transfer to a post with more responsibilities, selection of employees who participate in training and development courses and giving away of performance awards.

2.2.4 Performance Appraisal

Lansbury(1988) is of the view that performance appraisal is the procedure of recognising, evaluating and creating the job routine of employees in the organization, so that the company's objectives are effectively yielded as well as benefiting workers by way of recognition, receiving feedback and offering career guidance. Armstrong (2006) views as Performance appraisal (PA) is the procedure of evaluating how well workforce do their jobs compared to a set standard, and then responding that information to those workers. This has also been referred to as employee rating or employee evaluation. Armstrong (2006) is of the view that, comparing performance standards of what workers should be doing with what they have actually been done helps the supervisor determine the worker's level of performance.

2.2.5 Employees' perceptions about performance management

Zvavahera (2013) indicated that Buchner (2007) discovered that a lot of workers possess a pessimistic mindset about performance appraisal and that they think the method manipulates them without rewarding their labours. Research indicates that when properly implemented the Results Based Management system (RBM) can stimulate employees to increase on productivity. DeNisis and Pritchard (2006) noted that perceptions and beliefs by employees determine how effective they will be towards performance management toward. Matiza (2001) is of the view that in Zimbabwe, performance appraisal is viewed negatively by most people. Mandishona (2003) is of the view that the success of a firm and good service delivery depends on how employees view the system.

2.2.6 The benefits of Results based management system

Zvavahera (2013) expanded that Results based management system provides numerous advantages to the public service. The system allows staff to make clear strategies and objectives. Creating own work plan motivates an individual to be committed and responsible to the output. Armstrong (2006) brings out that through performance management, communication improved as there will be stable interaction between the supervisor and the staff. This then implies that good performance has to

be rewarded and bad performance improved through training or other means necessary. Zvavahera (2013) also lists that employees are also rewarded and recognised through superior performance. This approach focuses on results not the processes. Training and staff development are regarded as the integral part of RBM.

Zvavahera (2013) goes on to elaborate that RBM is the most reliable method of measuring performance since it focuses on results and is also concerned with improved employee motivation and retention. Salary reviews, promotions, training and transfers have to be effected after performance evaluation is done. Performance management should facilitate in the provision of quality service to all stakeholders.

Zvavahera (2013) is of the view that performance measurement is crucial for planning and that it is in conjunction with how efficient the goals and objectives set are achieved against the set standards. Performance measurement is equivalent to actual performance against the required performance. The system involves formulating and agreeing with the supervisor on objectives. Indicators and targets on how to monitor performance should be agreed on. Staff must be aware of the expectations by their employer. The Zimbabwean civil service performance measures look at variables like is quantity, timeliness and cost. Performance management information can be used for decision making, planning and identifying opportunities on how best to improve on performance. Other uses include identifying gaps and organization appropriate training and resources allocation.

Armstrong (2006) expands that Performance appraisal has two uses in companies and these include to measure performance for the reason of rewarding or not and to make managerial decisions about workers. Ratings determine promotions or layoffs, making it hard for managers to perform. In development of individual potential, the manager is more of a counsellor than as a judge. The main aim is to identify potential and preparing worker's growth opportunities.

2.3 The Concept of Training and development in enhancing service delivery in the public sector

According to Chiaburu and Tekleab (2005) training is a designed interference that is premeditated to enhance the variables of employee's job routine. They went on to say that training is connected to the skills considered necessary by the management of an

organization that should be obtained by the employees of that business in order to progress the likelihood of accomplishment of its goals .Armstrong (2006) explains that by identifying what actions are contained in a job, analysis assist the manager make clear that task to a new employee. Information acquired from job specifications assist in career development by presenting staff with the expected in work that they may decide in the future. Job specification information helps staff identify points out areas they should build up in order to expand their careers.

Taylor and Davies, (2004) noted that the main functions of the human resources department is the understanding of numerous reimbursement for the organization is a tactical training plan. Zemke and Woods (1998) are of the view that training for the representatives who will practise customer service representatives should cover technical skills and also how to listen effectively and how to handle irritated citizens. Taylor and Davies, (2004)in their argument in view of training is based on a research study by Hay which established that training employees to provide quality is important and is a huge contributing factor to customer satisfaction and affirmative perceptions of service quality Hays (1999). Hays, (1999) recognized that effective training admits for an organization to make available a distinctive standard of service that results in enhanced productivity to those who provides services.

Mwinga (2000) is of the view that equipping an employee with high-quality training and development programs helps them to become efficient which is advantageous to the firm because credit goes to the entity. Employee training and development is regarded as an important motivational strategy creditable of carrying out in spite of the costs implicated. Armstrong (2003) then decided that because of these advantages of training and development, organisations should embark and invest in it putting an effort regardless of the expenses facilitating refresher courses when necessity arises. Balachandran (2004) is in support that employees should broaden their knowledge and skills in order for them to become more appreciated within the organization. Balachandran (2004) topped up that for a firm to possess well-trained and equipped employees is a big advantage to the firm because they will be empowered, motivated and objective driven. Mwinga (2009) agrees with Balachandran (2004) that highly skilled employees are more likely to perform more efficiently a variety of tasks and are more helpful to customers.

The researcher noted that from the above authors it is important for firms to engage in training and development from induction as well as frequent refresher courses not just aimed at training of tactical skills but customer service and responsiveness as well.

2.3.1 Differences between Training and Development

Mohammed Saad et al (2003) states that companies be it private sector or public sector are in agreement that training and development is crucial to expansion and growth of the activities companies engages in. Rajeev et al, (2009) is of the view that training is task of human resources development function of the company whilst Dessler (2005) views training as a procedure that puts to use various methods to empower works education needed to do their work efficiently. Hughe (1988) sees training as a controlling means that leads to company's growth, development and performance enhancement.

Haslinda and Mahyidin, (2009) expands that in order to make training effective the company should to scrutinize the degree to which training and development very much associated with the company's plans, and significantly, in the gauge to make certain the efficiency of training and development. The evaluation is carefully designed to utilize the four levels of training effectiveness; reaction, learning, behaviour and result derived from the program Hamid Khan (2002). Organizations are increasingly lay emphasis on the contribution of the training program to organizational strategic goal and based the evaluation of training as the perquisite for investment in training program. Moreover, the effectiveness of training program in terms of its application to job is also given important consideration Brinkerhoff, (2005).

Furthermore, Bramley and Kitson (1994) define training as a planned effort by an organization to increase employee's learning work related competence. Employees' training has become an important tool through which organization can improve its service quality, decrease labour cost and increase productivity and profitability Kim, (2006).Tracy et al, (2001) conceptualizes training effectiveness as comprises of training acquisition and transfer of training. Transfer of training is known to be good indicators of training effectiveness Baldwin & Ford, (1988). Based on this, the behavioural changes that accompany training in work place could be a clear indication of training. According to Goldstein and Ford (2002) training is one of the most

pervasive methods for improving job performance and enhancing employee's performance in a work environment. Kirkpatrick (2007) asserts that training is of little value to organization unless it translates into performance.

2.4 The Concept of using Compensation and benefits in enhancing service delivery in the public sector

2.4.1 Economics of motivation and incentives in the public sector

Civil servants differ from employees who work in the private sector. Buelens and Van den Broeck (2007) demonstrated that compared to private sector employees, public sector ones are less influenced by monetary rewards; if public sector employees do not seem more sensitive to intrinsic factors such as self-development or responsibility, they seem more motivated by a supportive working environment public sector employees report fewer working hours and less willingness to exert considerable effort on behalf of the organization, hierarchical level impact at least equally on motivational differences than sector employment . Finally, if sector employment is not a decisive factor as compared to gender, age or education, public sector employees experience less work-family conflicts than private sector employees.

Burgess and Ratto (2003) show that if intrinsic motivation is important in the public sector, what is typical in this sector is the multiple principal problem, the fact that measurement of performance and efforts is more difficult than in the private sector and the importance of teams in the production of the output. Civil servants seem to be sensitive to monetary incentives. The efficacy of PRP depends however on the sector of activity. Franck and Rosenthal (2006) expands that there is a weak effect of the financial incentives on the quality of service.

The difficulty to measure performance and the ensuing noise disturbing the relationship between effort and assessed outcome encourage strategic behaviour by employees, such as negotiating work targets or manipulating performance data. The reason why, given this degradation, performance increased when the PRP has been implemented seems to be the high commitment of the teachers both to organization and work values. It is interesting to note this strange relationship that seems not to be in contradiction with the idea of a positive relation between job satisfaction and performance.

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2.4.2 Performance Related Pay

Armstrong (2000) of the view that performance related pay may motivate employees may or not have any impact .He goes on to say that performance related pay may link rewards to the goals of the company. Needs to be rewarded for achievements can be met and it also enhances communication that performance is crucial and will be rewarded. Draw backs of performance related pay are that there are chances that employees may not be motivated by it motivate and it relies on judgements of performance which may be subjective, Prejudicial to team work and focuses on outputs not quality. It also relies on good performance management processes and is difficult to manage well. Performance related pay is appropriate for individuals who are likely to be motivated by money and in organisations with a performance oriented culture. When performance can be measured objectively

2.4.3 Competence Related Pay

Armstrong (2006) expands that focus attention on the need to achieve higher levels of competence and encourages competence development as well as it can be integrated with each other applications of competency based human resource management however the draw backs are that assessment of competence levels may be difficult and that it ignores outputs. Danger of paying outputs that will be used and it relies on well trained and committed line managers. It is appropriate when as part of an integrated approach to HRM where competences are used across a number of activities

2.4.4 Contribution Related Pay

Reward people not only for what they do but how they do it. Drawback is that like performance related pay it may be hard to measure contribution and it is difficult to manage well. It is appropriate when it is well rounded approach covering both inputs and outputs is appropriate Armstrong (2006).

2.4.5 Skill Based Pay

Encourages and rewards the acquisition of skills however can be expensive when people are paid for skills they don't use. It is appropriate on the shop floor or in retail organizations

2.5 Information and Communication Technology

Another way to enhance service delivery in the public sector is the use of information and communication technology .Automation speeds up the production processes thus improving on efficiency and as result speeds up the time it takes for the citizens to be served .Ashrafi and Murtaza (2008) defined ICT as any technology that enables communication and the electronic capturing, processing and transmission of information. Those technologies includes products and services such as desk top computers, laptops, hand held devices, wired or wireless intranet, business productivity software such as text editor and spread sheet enterprise software, data storage and security net works. Lucas (2005) assured that the key to success with technology is not the technology itself but the ability to manage it well. The researcher agrees with Lucas (2005) that ICT is important in this age of rapid technology expansion.

2.5.1 The Concept of Information and Communication Technology (ICT) in the public sector

William Ouko Yimbo (2011) in his study Analysing E-Government in developing countries using a stages model approach expands that Carter and Belanger, (2005) defined Electronic government as the use of information technology to enable and improve the efficiency with which government services are provided to citizens, employees, business and agencies .It has been adopted by governments around the world as new technological developments and digitalization allow easier production, transmission and exchange of information in real time for example in the Herald digitalization of ZIMRA for example the tollgate system and in the Daily News 10 April 2014 in the article TelOne digitalisation moving at a snail's pace, and as such the Registrar General Department also embarked on digitalisation of processes to improve on their services .

William Ouko Yimbo (2011) noted that the World Registrar General Department defines e-government by listing its benefits as follows, the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government. He goes on to explain that, these technologies can serve a variety of advantages like better delivery of government

services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. The significant advantages include less corruption, increased transparency, greater convenience, revenue growth, and cost reductions. A number of perspectives are found in the literature about the adoption of egovernment. William Ouko Yimbo (2011) goes on to expand what Kumar and Best, (2006) stated and that is optimists asserts that e-government leads to citizen empowerment by way of an improvement in government interaction with citizens. Silcock, (2001) believes that in broader terms, these benefits are seen to have the impact of positive social change. Welch et.al, (2004), support claims that e-government has a major role in the transformation and improvement of public sector operations enhancing government accountability.

William Ouko Yimbo (2011) put forward arguments that some researchers put forward specific transformational changes associated with the introduction of e-governments   highlighted e-government's four dimensions in relation to major functions and activities of governments, and these are: eservices (delivery of government information electronically), e-management (use of ICTs to improve management and communication within and outside government structures), e-democracy (use of ICTs to enhance citizen participation in democratic activities), and e-commerce (online transaction of goods and services).Assumptions and claims about the contribution of electronic government in restructuring service delivery by public agencies at different levels are varied across studies. The researcher agrees that Scholars do not fully have the same opinion on the nature, degree and significance of the changes brought about by e-government. Some studies argue that e-government reproduces patterns of the same communication process associated with conventional practices in the traditional bureaucratic system Information Society Commission, (2003). Coursey and Norris(2007) however argued that electronic communication opens up more channels of communication and gives citizens greater access to government officials than was possible with the communication methods under traditional bureaucratic systems

William Ouko Yimbo (2011) brings out that studies by Zhiyuan, (2002) states that address advantages associated with the establishment of egovernment identify advantages such as facilitating general compliance, citizen access and participation

and services integration. According to some recent studies, interactive government websites encourage greater citizen participation in decision-making Carter and Belanger, (2005), increase citizen satisfaction and trust in government, and increase levels of accountability by government agencies (Wong and Welch, 2004). Zhiyuan (2002) outlined a number of e-government collaboration models which include government-to-citizen (G2C), government-to-business (G2B), government-to-government (G2G) and government-to-employee (G2E) interaction models. The researcher also noted www.IST-Africa.org/Conference2008 where Analogous to e-commerce, which allows businesses to transact with each other more efficiently (B2B) and brings citizens closer to businesses (B2C), e-Government aims to make the interaction between government and citizens (G2C), government and business enterprises (G2B), inter-agency relationships (G2G) and Internal Efficiency and Effectiveness (IEE) more friendly, convenient, transparent, and inexpensive (United States'-Government Strategy, 2003).Other studies conclude that citizens become more engaged in decision-making by government, gain access to more information about the performance of governments, and develop stronger relationships with governments, and gain trust governments more Basu, (2004).

E-government accountability, they argued, is more related to bureaucratic styles than to technology. According to Chadwick and May (2003), e-government managerialism will tend to emphasize efficient delivery of information to citizens, improvement of information flows across government agencies, and better delivery of services. Further, they suggest that institutions of governance determine the adoption of e-government and figure its expansion. These institutions are embedded within historical and ideological contexts with pre-existing biases and constraints. Technology, according to this argument, is a facilitating actor that interacts with existing historical, organizational, and environmental pressures to shape potential changes. Chadwick and May (2003) discovered that precise uses of information technology conform to specific forms of government.

2.5.2 Definition of ICT in developed and developing countries
Gaerlan (2004) suggests that set in ICT are standards that mirror the ferocious aspects of both patriarchy and capitalism. A group of feminists in India came up by means of a mandate to meet the in sequence needs o f Indian women movements and be of assistance to rural women organizations for them to link up with larger debates and

issues a t national level. Dzidonu (2002) is of the opinion that governments worldwide recognize the crucial role ICTs play in facilitating and accelerating socio-economic development. According to him a number of countries in the developed and developing world are putting in place policies and strategic plans that will enable them to transform their economies into information and knowledge bases economies. Zimbabwe a developing country positioned itself in order for it to benefit from the technologies to make possible socio-economic expansion. According to Schweizer (2004) expanded that countrywide, and international levels of technology is reshaping the behaviour of firms. The connections revolution and the Internet open new chances for companies to link with their stakeholders. This revolution influences the actions of the company and conducting training and development.

Kumar and Best, (2006) studies indicate that even if e-government increases the accessibility to information and encourages greater citizen participation could have enormous impacts for poor countries with underdeveloped institutions. Howard (2007) concluded, in a study that tested the 'leap-frog' hypothesis that economic wealth, democratic policy-making, and privatized infrastructure was essential for a country to jump forward. Research about e-government effectiveness in developing countries is scarce against researches on developed countries. Dada, (2006) expands that most issues in academic literature about the effectiveness of e-government in transforming the relationship between government and citizens, businesses, and other arms of government have been drawn from developed countries. The gap between developed and developing countries in ICT infrastructures, practices, and usage remains wide.

2.5.3E government in developing countries

Howard, (2007) is of the view countries that are still developing faces challenges for example the digital division between people with access to the internet and those who have no Internet access. This makes egovernment inaccessible to the general public making it ineffective in changing citizen communications and relationships. Norris's (2000) in his study of digital division noted the citizens with no access to the Internet decrease the importance of egovernment in changing the connection between government and citizens. Studies show that even though the e-government was introduce, governments have been stagnant at the information bill-board phase and have not added to greater access to information nor to greater links between the government and its citizens.

2.5.4 The challenges to studying electronic government in developing countries

These challenges comprise of digital inequalities, lack of basic infrastructure, and a lack of access to information technologies, poor distribution and slow growth of its public use. There does not yet exist in developing countries a climate for the economic application of ICTs, and this poses another major challenge to studying e-government in these countries. It has been suggested that socio-economic factors have a major pressure on the execution of egovernment.

Meso et. al.(2006) evaluated the status of egovernment implementation, the potential for citizen empowerment through online admission to government information and services, and the general improvement of government performance using ICTs ,however, most experimental studies have focused on western countries (La Porte. 2002), and a few studies have focused on Asian countries (Holliday, 2002). Clearly different social, cultural, political and economic conditions affect the adoption and implementation of e-government programs in different countries. Salter, (2003) elaborates that African countries are at an early stage in the implementation of e-government and are still far at the back in adopting e-government development. Silcock, (2001) observed that, the creation of government websites is seen generally as a foremost stride towards implementing full egovernment strategies. At the moment, no organized study has been done to examine the adoption and status of e-government, government websites, or execution strategies in African countries as an in one piece.

2.6 Adopting a positive service delivery enhancing culture

By being customer responsive the public sector will be able to better serve citizens and this will enhance customer satisfaction. Kaufman (1998) believes that for businesses to be defined as customer responsive, it means that they have the ability to work hand in hand with consumers in producing the product or service development process anticipating and understanding all the consumer needs. In this case the public sector should work in conjunction with the consumers in this case citizens and provide services that are of standard quality. Services being offered at the Registrar General are not satisfactory. Customers claim that, the employees are rude and there are always long queues and this is just poor service. Kaufman (1998) adds that the

organisation must be flexible to change and progress along with their consumers, attending to changing requirements, market changes and fresh opportunities as they occur.

Savoie (2008) agrees with Kaufman (1998) when he stated that in customer responsive culture are employees who possess organizational unity characteristics. The employees are careful in their willingness to satisfy the client and they are happy to be initiative, even when it is not on their job description, to satisfy customer needs. The public sector employees mostly lack this initiative. There are a lot of hierarchy in the public sector and accountability is low. Robbins (2005) is also in support of Savoie (2008) and Kaufman (1998) that employees with good interpersonal and the enthusiasm goes an extra mile beyond their job description to perform the required in order to please the customers possess a customer responsive culture .Definitions cited above noted that authors agreed that service delivery enhancing culture centralised on employee performance hence companies strive to have employees who possess great willingness to satisfy citizens. In this case the public sector should work in conjunction with the consumers in this case citizens and provide services that are of standard quality. Services being offered at the Registrar General in Harare are not satisfactory.

 Bonocore, (2008) is of the view that by enhancing a favourable customer service delivery, the organisation will be able to create a favourable environment that embraces customer sensitivity right through the organization and not in customer service departments only. Brown (1992) is in line with Bonocore (2008) views that states that customer responsive culture is not only gained with the use of company slogans or meetings but is cultivated by way of representing concrete management dedication, building successful administration processes, employee training and flowing communication channels between employees and the citizens Service delivery enhancing culture also involves giving customers what they contract to obtain (Silverman 2004). This is convincing customers that they need the product or service that you are offering that they think they want.

 From the above discussion, the researcher noted that from the various authors it can be concluded service delivery enhancing culture effort plays an important role in the firm's capability to produce profits and returns. From that point of view service

delivery enhancing culture must be incorporated as an overall premeditated advance to organizational performance improvement. Turban et al (2002) is of the view that service delivery enhancing culture is when the employees work with citizens to discover improved ways to meet their ever evolving needs. Mullins (1999) went to on to express that the articulated requirements of the customer is to discover the underlying purpose behind the customer desires. Bowers and Seashore (1990) supports Mullins (1999) agreeing that s the best method to satisfy consumer's needs is to propose other options.

2.7 Chapter summary

Literature review was acknowledging ideas and knowledge from different authors and journals on different service delivery variables in order to determine the gap existing between what is being done to enhance service delivery in the public sector. The following chapter presents how data for his study and was gathered thus outlining the methodology for data collection

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter elaborates on the methods that were used by the researcher in data gathering and data collection. The researcher's main aim was to collect accurate, reliable and correct data so as to collect and portray useful results. Williams (2003) describes methodology as the theory of how research should be undertaken. Saunders et al (2009) describes research methodology as a procedure by which the researcher goes about his work in describing, explaining and predicting a phenomenon. Harper (2001) stated that methodology is merely an operational framework within which the facts are placed so that their meaning may be seen more clearly. Benefits of methodology are that, errors are reduced and this helps in getting empirical evidence on the isolated variable of interest. This chapter focuses on data sources, research design and data collection instruments, as well as sampling designs and data collection.

3.1 Research Design

Churchill (1997) defines a research design as a framework or plan used as a guide in collecting and analyzing data. Miller (2009) expands that a research design is a blue print used for the collection and interpretation of data. The researcher used the descriptive survey designs and the approach for the study was in both quantitative and qualitative methods of data collection and analysis. Exploratory design was adopted by the researcher to explore trends with the aim of discovering ideas to generate explanations of the research problem. Chapman (2007) defines a research design as a plan outlining how information was gathered for an assessment or evaluation that includes identifying data gathering methods, the instruments used, how the instruments were administered and how the information was organised and analysed. The design was mainly based on literature surveys such as institutional publications, newspapers and the internet. The researcher justifies using these combined designs so as to achieve further insight to the problem, defining and formulating the problem as well as enhancing the researcher's familiarity with the problem area.

3.2Descriptive Survey

The researcher had no control over the variables being researched thus adopted a descriptive design as it reports on the happenings of the problem. This method was relevant because of the fact that it can describe characteristics of different population groups. Best and Khan (2004) states that a descriptive survey describes and interprets what is concerned with conditions or relationships that exists, practices that prevail, beliefs, points of view that prevail and trends and he goes on to point out that descriptive surveys are concerned with issues as processes are ongoing, that effects that are evident and developing trends. Disadvantages of descriptive survey are that they do not explain the relationship between variables due to reliance on quantitative data and this makes hypothesis testing impossible.

This method was chosen because the population was wide and varied across the employees at the Registrar General Department as well as the citizens who had been served and those seeking services. Selltiz et al (1989) point out that the descriptive survey method can be used to collect information from the whole cross section of the population. The researcher is observing the subject in a completely unchanged environment hence unbiased results may be generated. This design helped the researcher to have cross sectional data collection by asking some set of questions to sampled respondents .Advantages are that ,it is cheap in the sense that the researcher gathered data from the chosen sample, on the effective utilisation of the Registrar General Department general department offices in limited space of time.

3.3Sources of Data

The researcher used primary data sources and secondary data sources to gather the data.

3.3.1Primary Data sources

Primary data is that data which is collected directly from firsthand experience .The researcher used questionnaires and interviews to collect primary data .Wegnar (2005) states that primary data is that which is captured at the point where it is generated for the first time with a specific purpose in mind. The researcher conducted interviews to obtain data. The researcher also issued questionnaires to citizens and employees so they would fill out to obtain data. Participants were also involved in non overt primary data which involved collecting data without explicit, onset from respondents.

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3.3.2 Secondary Data sources

This is data collected and processed by others people who carried out previous studies other than the problem at hand. Wegner (2005) confirms that secondary data is data collected and processed by others for a purpose other than the problem at hand. The researcher collected secondary data from the library, organisational publications, newspapers and text books. The researcher also used the internet to source for journals and e-books. This source of data was helpful to the researcher as it gave the background to the study and helped in defining the study in the literature review. Also the data was readily available and required minimum costs. The secondary data was also used to supplement as well as complement the primary sources of data.

3.4 Data collection techniques

These are the techniques that were used to collect data.

3.4.1 Observation

The researcher visited the Registrar General Department offices to observe activities being carried out. This instrument involved monitoring behaviours, action and occurrence of various activities in different departments without asking for information. General employees were observed in their day to day operations and the management during their interaction with employees.

3.4.2 Primary data research instruments

Bush (2002) defined primary data as data collected for a specific research problem at hand. The data original should not be summarised by a third party. Advantages of using primary data are that the data collected is fresh, current and specific to a current problem although it may be expensive to gather. The researcher used personal interviews and questionnaires as well as observation for primary data instruments.

3.4.3 Questionnaires

Questionnaires give time for the respondents to think about the questions before they reply. They were used to collect data because they offer a number of options to respondents so they can choose. Best and Khan (2004), states that questionnaires are used when factual information is needed. The researcher attached a copy of the questionnaire that were used to obtain the results in appendix 1.Questionaires are a

series of questions asked to particular relevant respondents to obtain statistically useful information about a specific topic or written set of questions that are given to people in order to collect opinions The pick and drop method was used for collecting data from management and management.

This is when the researcher leaves the questionnaire with the respondents to answer at their own time and pace and then the researcher comes to pick them up when already competed. This method was chosen as it allowed for convenience to those respondents who were pressed for time and could have personal interviews. The researcher administered the questionnaire personally to ensure that they reached the intended respondents. It was effective for assessing program satisfaction and also it could be easily administered. Questions asked about the use on information and communication technology as well as the features of performance management and this included strategies like training and development, performance appraisal as well as the use of benefits and rewards in enhancing performance management.

3.4.3.1 Justification of using questionnaires

Questionnaires allowed for more respondents to be accessed at the same time therefore it was time saving. They also covered a wide range of geographical area. Questionnaires allowed the respondents not to stray from the objectives of the study as they were given a set of questions that they used to guide structured interviews.

3.5 Secondary data research instruments

3.5.1 Internal reports

Employee reports were used to gather secondary data pertinent to the research project. The research was conscious of the bias that emanate from these data sources due to the fact that they are institutionally sponsored with the aim of promoting ones image. However they provided useful information that was due to the fact that it provides specific information about the institution understudy

3.5.2 External report

Journals, newspapers and the internet were also used given the fact that they contain publicity information. Newspapers such as The Herald and the Daily news were useful in proving the information sought.

3.6 Sampling Procedure

The sampling procedure determines how to choose the population, the sampling frame, size and a whole lot more.

3.7 Population

The researcher decided that the population in this case would be the employees, management and the customers of the Registrar General Department. Population represents the group of people understudy as specified by the objectives of the study. The population then is the whole country of Zimbabwe.

3.8 Sampling frame

Sampling frame is a specification of the different kinds of individuals that form the sample of the respondents and their characteristics. This is a set or list of directions that identify the target population to include the management, general employees and the citizens. The researcher chose the sampling frame as deemed to provide the required information and their availability during the research period

3.9 Sampling size

Dilon (1999) view a sample as part of or a subset of the target population from which data can be collected to estimate phenomena about the whole population. The Registrar general offices have many offices in Zimbabwe to cater and be accessible to every citizen. The researcher decided to target Gweru offices as they were closer. A lot of monetary and non monetary factors were considered and the researcher came up with a total of (68) respondents which comprised of (35) customers (3) supervisors and (30) employees.

3.10 Sampling Techniques

Generally there are two prominent approaches to sampling that is, the probability method and the non probability sampling method. The researcher in this study used the stratified random sampling and as for non probability, the researcher used two sampling techniques namely convenience and judgemental.

3.10.1 Stratified random sampling

Quee (1999) postulates that stratified random sampling technique can be defined as a technique through which the researcher first defines the population into native subgroups that are more homogeneous than the population as a whole .the researcher

divided the company employees into managerial and non managerial staff. The stratified random sampling was adopted because the technique included the assurance of representation in the sample the opportunity to study each stratum and make relative comparisons between the star and ability to make estimates for the target population for the population with expectations of greater precision or lesser error in the overall sample.

3.10.2 Convenience

This involved choosing the respondents on the basis of accessibility and willingness to respond .The researcher was involved selecting respondents that were easily accessible to the researcher selected part of management whom they were able to make appointments with for personal interviews .Willing citizens were chosen to respond to questionnaires at the Registrar General Department offices.

3.11 Validity and reliability

Validity is the extent to which the value provided by an instrument actually measures the attributes that it is intended to measure and ensure validity. It is a vital psychometric property of measurement therefore is necessary to establish before using the instruments. The researcher made sure the instruments were subjected to the supervisor to face validity. The researcher also asked colleagues as well as the supervisor on the appropriateness and generalisation of the questions. The supervisor examined the questions stability, correctness and appropriateness. A pilot study was also done as the researcher asked friends to test answer the questions.

3.12 Pilot Study

Bell(2005) stated that however pressed for time, it is best to give a questionnaire a trial run and that without a trial run one has no way of knowing that the questionnaires will succeed. The researcher did a pilot study to assess the feasibility of the research study. The reason for this was to refine the wording and structuring of the questionnaires and interview questions that were distributed a few friends and it was established the respondents understood what they were being asked which indicated that the questionnaires and interview questions were well structured. This was meant to assure the validity and reliability of data.

3.13 Data presentation

Data collected will be presented in form of graphs, tables, bar charts in order to give a pictorial summary of the findings. This will make it easier for the results to be easily interpreted by other parties.

3.13.1 Editing

Questionnaires were first edited for mistakes in data collection and clarification of responses which were not clear to the researcher. This involved critically analysing the questionnaire completeness, consistency and legibility and coding the data for easy presentation and analysis.

3.13.2 Tabulation

Data was coded into appropriate categories which were relevant to research objectives. Tables' graphs and pie charts were used to represent the findings.

3.13.3 Checking

Questionnaires were first tested for reliability by testing the questions on a small number of respondents' .These were mostly my colleagues to ensure that the questions were not ambiguous. The research project was designed to ensure that the results were reliable and valid. Reliability is about the extent to which the measurements taken with a particular instrument are repeatable

3.14 Data presentation and analysis

Quantitative data was tabulated and charting is facilitated permitting data presentations .The chart offered a graphical and visual picture o tabulated data whilst the types of charts used were bar charts and pie charts. Presentation of the data is in form of tables and other converted into pie charts .The research made use of Microsoft excel spreadsheets to tabulate data from questionnaires.

The researcher is going to use both qualitative and quantitative methods to analyse the data in order to produce informative results as well as to make reasonable and meaningful recommendations and conclusions .Quantitative data is that data which is found in figures and can be enumerated .Qualitative data is gathered to summarise the experience of a large group of people, make comparisons between groups and track changes among them over a period of time. Analytic inductive analysis was used to collect data logically, develop analysis and organise presentation of research findings.

Inductive research used with questionnaires and interviews. Inductive research is also known as educated guess and it allows for the possibility that the conclusion may be false even though all of the premises may be true

Deductive analysis is involved with theory testing and it quantitative experiments or surveys. When a research begins with a theory and driven hypotheses that are being tested and analyses quantitative experiment or surveys. Deductive reasoning is some form of logic which constructs or evaluates deductive arguments. These deductive arguments are attempts to show that a conclusion follows a set on series which is the conclusion must be true if the series are true. The researcher's objective in using deductive and inductive was to casually explain the specifications of the individual variables necessary and jointly sufficient conditions for the effective adaptation of customer responsive culture.

3.15 Chapter Summary

The chapter highlighted the data collection methods used and the type of information that was being sought. It also included justification of the chosen research method and the laid foundation for the analysis of data which will be done in the next chapter.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.0 Introduction

In this chapter the researcher gives a detailed analysis and presentation of the findings from the research. The findings from the respondents are organised, analysed and

presented to give a pictorial and correct interpretation of the situation on the ground which is easier to understand. Tables are used to present quantitative data whilst the qualitative data is presented in narrative form.

4.1Responses from the sample

A total of 68 were sent t the respondents .Among these were 3 to supervisors, 30 to processing officers and 35 to customers.

Table 1: questionnaire response rate

Respondents category	Distributed questionnaires	Questionnaires collected	Percentage response rate
Supervisors	3	3	100%
Processing officers	30	26	87%
citizens	35	28	80%
Total	68	57	84%

Source: primary data 2014

The data above shows that, the researcher managed to get an average of 84%response rate which was achieved after self administration of questionnaires to make certain instantaneous response and collection hence satisfactory rate was experienced. Out of 3supervisors the response rate was 100% as they all managed to answer the questionnaire. Out of 30 employees, the researcher managed to retrieve 28 questionnaires back. Of 35 customers, the researcher managed to collect back 28 questionnaires .On average the researcher managed a response rate of 84%. Monkey (2009), is of the view that adequate response rates differ by how the survey is administered and that questionnaires should yield at least 80-85 % for it to be considered good.

4.2 Level of Customer Satisfaction with the quality of the customer service

Customers in their questionnaire were asked in regard to their level of satisfaction with the customer service, how they are treated.

Table 2: Customer satisfaction on service delivery

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Respondents category	Rate of response	Percentage of response rate
satisfied citizens	3	11%
dissatisfied citizens	25	89%
TOTAL	28	100%

Source primary data 2014

Shown in Table 2 above, out of citizens who filled in the questionnaires 25 of them that is 89% of the citizens indicated that they are not satisfied with the quality of customer service provided by the employees of the firm of the Registrar General Department passport offices, while 3 of them that is 11% showed that they were satisfied with the service delivery. The citizens also complained that the employees are rude and that they do not respond well.

The researcher therefore deduced that the majority of the citizens are not satisfied with the quality of service delivery at the registrar general department, the citizens in the end suffer as they have nowhere else to turn to for the services. Most citizens get congested at the registrar General offices and get turned down because they will not have the necessary documents for them to be served. This is because they are not well informed on the necessary procedures to follow. This causes congestion at the offices thus lowering the quality of services offered because of the pressure.

The customers claim the employees are rude, not helpful and intimidating even to ask for directions. Even though the service delivery enhancing variables were implemented, training is cover customer responsive aspects but concentrate more on product knowledge and technical issues hence compromising the quality of services offered to citizens. Mansfield, (2004), stated that if firms provide employees with the essential customer service skills by ways of involving them in customer service programs, it will the benefit the firm as it will be in a improved state to deal with customer complaints and satisfactory services

4.3 Supervisors view on variables that enhance service delivery

The supervisors were asked on their view on the main strategies that they employ to improve on service delivery in order of importance and the following results were obtained:

Table 3: Management perception on variables that enhance service delivery

Service delivery enhancing variable	Supervisors ranking
Training and development	2
information and communication technology	3
Results Based Management System	1
compensation and benefits	4

Source: primary data

Supervisors asked in the questionnaires to rank variables that enhance service delivery in order of importance on a range of 1 to 4 where number 4 represented the least importance variable and number 1 the most important one. The rankings are illustrated in the table above. Management ranked Results Based Management at number 1highlighting that it is an important factor in enhancing service delivery especially being in line with the Zim Asset, Information and communication technology was ranked at number 3, training and development was ranked at number 2 whilst the use of compensation and benefits was ranked at number 4.

Thus researcher deduced that Results Based Management System is given much attention in the company because they have to align to the Zim Asset goals and strategies. The Government of Zimbabwe explained in the Zim Asset that The implementation of Zim Asset will be underpinned and guided by the Results Based Management (RBM) System and will be used as a basis for the macroeconomic budgetary framework by Treasury.

ICT was ranked at number 3 and the aim adopting new technology is that it helps in the processing activities of the documents efficiently and also this helps in reducing time taken to process them. Through digitalisation and the use of ICT they are able to speed up the processes as well as improve on data storage. The Zim Asset also influences the public sector to utilise ICT creating the E-government. Training and development is rated umber two.

The researcher deduced that since the government is in debt and they cannot afford to keep raising incentives thus other strategies which are less costly and others more necessary have to be employed for example investing more in information and communication technology especially in this era of rapid technology expansion. It used to be six months and now it's only one moth standard time. The checking system has also been improved through the use of ICT, these in the past before ICT they used to store documents in files so when one wanted to check if their documents were done, the employees had to go through a ton of files to verify but technology improved this and the new system allows to check online or on the internet if the process is done. The new technology at this stage allows for people to access application forms on the internet from the registrar's website.

4.4 Employee View on the service delivery enhancing variables

Table 4: Employee View on the service delivery enhancing variables

Service delivery enhancing Variable	Employee Ranking	Response Rate	Response Rate in Percentage
Results Based Management System	1	28	100%
Information and communication technology	3	23	83%
Training and development	2	25	91%
Compensation and benefits	4	16	58%

Source: primary data 2014

Table 4 shows the results when employees were requested in the questionnaire to rank the service delivery enhancing variables on which they view as important to create a fully effective service delivery in order of importance on a scale of 1 to 4 where number 4 represent the least importance variable and number 1 the most important one. Their rankings are as illustrated in Table above. All the employees ranked training and development at number 1 indicating that it is an important factor in cultivating better service delivery of the general public, compensation and benefits

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was ranked at number 3 and the response rate in percentage was 83% of the employees, information and communication technology was ranked at number 2 of the managers while performance appraisal was ranked and had by 56% of the employees who are of the view that it can help in improving on service delivery.

The researcher is of the understanding that the employees look upon training and development as very important since it enhances their personal experience, skill and growth. Training and development helps in the motivation of employees. Performance appraisal was ranked number 4 .The use of Compensation and rewards was ranked at number 2 this could be because of the reason that the employees understand the current state of the economy that Zimbabwe is in and that sometimes they can go for months without payment as. Nyausaru (2011) said that performance reviews are the motivators when they are done properly, employees actually like them for they definitely want to know how they are doing. Information and communication technology was ranked second and this is for the reason that there is an increased rate of information and communication technology usage thus more people understanding how to use the technology.

4.5 Service delivery observation results

Surprenam (1987) defined service delivery as team work aimed at enhancing customer overall satisfaction through management and monitoring of service encounters. Management and employees established that everyone at the Registrar General Department General is in charge for ensuring efficient service delivery to citizens. The researcher observed that among the employees there was team work and coordination and for this reason everyone was involved in service delivery.

4.6 Employee Satisfaction

Employees were asked if they are satisfied with their job and the responses are presented in the Table 5 below:

Table 5: Employees' responses on work satisfaction

Category of Respondents	Response Rate	Response Rate in Percentages

36

Satisfied employees	21	81%
Dissatisfied employees	5	19%

Source: primary data 2014

Table above 81% of the employees responded that they are satisfied at work, while 5 of 26 the employees responded that they are not satisfied. The researcher basing on the responses given deduced that employees are satisfied with the working conditions. There employee involvement and the employees are motivated.

4.5 Customer Feedback Mechanisms

Citizens' response on the company's customer feedback mechanisms

Table 6 Showing citizens' responses on company's customer feedback mechanism

Category of respondents	Response rate	Response rate in percentages
Citizens who gave feedback	6	21%
Citizens who failed to give feedback	22	79%

Source: primary data 2014

 Table 4.11 presented above shows that 79% of the citizens responded that they are failing to give the company their feedback on their grievances and this is as a result of the organisation not having a solid customer feedback system. 19% of the citizens responded that they went to see supervisors to give their feedback. Most citizens approached the press and articles on their views about their experiences at the Registrar General have been published. Most of these individuals did not approach the management to file complaints. The researcher is of the understanding that the

Registrar General Department does not have possess a solid customer feedback mechanism hence citizens have nowhere to give their grievances.

4.6 Management view of service delivery

The manager's response indicated that the Registrar General Department is forecasting and putting much effort on improving its service delivery to its citizens even though the rate at which this is happening is very slow and is in line with Zim Asset. Amongst the customer responsive culture variables the Registrar General Departments rank of the order of importance based on the score given is training and development, results based management system information and technology and benefits and incentives.

4.7 Management's efforts in enhancing service delivery

The management believes that the Registrar General Department priority is on training its staff to be responsive thus 33.33% of the total resources and efforts are consumed towards making this variable a success .performance appraisal takes 26,66% followed by information technology and the compensation and benefits with 13.33%.

The researcher observed that training is given much attention at the Registrar General Department because they want to cater for any changes in the technological aspects used such s improvements in the system and introduction of digitalisation. This is supported by Chiaburu and Takeaab (2005) when he outlined that training is connected to skills considered important by management of the organisation that should be acquired by staff in order to improve the chances of success of its goal. Staff also gave their rankings o the importance of customer responsive culture as given priority by the Registrar General Department and that which they each deem important to form an effective customer service base.

4.8 Ratings of service delivery

4.8.1 Employee responsive characteristic

This refers to the Registrar General Department internal skills and characteristics that improve efficient service delivery and ability to exhibit responsiveness to citizens. The following table shows management and customer's response on what characteristics staff possesses an exhibit during service delivery.

Table 7: Customer responsive attributes

Attribute	Management rating	Customer rating
Willingness to help and respond to customer complaints	1	4
Accuracy and dependability	2	1
Care and understanding	4	3
Honesty and trustworthiness	3	2

Source: primary data 2014

The data presented shows that variance is observed by the management and citizens on the compliance of the employees to help and respond to clients complaints management rated this as number one emphasizing that employees posses this character than any other but citizens themselves rated this as number four. Accuracy and dependability characters was rated number two by management and the customers rated this number one and this could be due to the intensive technical training offered, management and citizens both decided to rate this dimension as number two Employees show signs of honesty and trustworthiness to customer service encounters, this is because citizens rated this the top and at the bottom is caring and understanding skills which constitute service delivery ability. Management also rated this at the bottom.

4.9 Chapter Summary

The chapter summarised the findings from the questionnaires presented them on tables and graphs and charts as we as analysing the reasons that could have influenced the results. The results reveal that the Registrar General Department employees are not providing services as accepted by the customer and a service delivery gap exists. Customers are not satisfied.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter outlines the summary conclusions and recommendations drawn from the findings and literature presented in the previous chapters. The researcher segmented the chapter into three sections to enhance clarity starting with summary, conclusions and recommendations respectively.

5.1 Summary of the findings

➢ The response rate was which is acceptable to allow the study to be acceptable as supported by Monkey (2009).Monkey (2009) also noted that an acceptable response rates differ by how the surveys are administered and questionnaires should yield 80-85% to be considered good.

➢ The findings from data and literature showed that to enhance service delivery there are various variables which should be equally recognised and these include training and development, information and communication technology, the use of compensation and benefits and results based management among others. The researcher looked into mentioned variables and each variable has its own importance in shaping the customer service delivery of the Registrar General department.

➢ The Registrar General Department Management indicated that they, in line with the Zim Asset were focusing and putting much effort on improving service delivery to the general public even though the rate at which this is done is slow. The Registrar General department have achieved reducing their general passport processing from six months to one month .The queues that are ever present are shorter than they used to be.

➢ Management believes that the priority is on implementing the Results Based Management strategy as a performance management system in support of the ZimAsset. The strategy is effective improving service delivery at The Registrar General Department in that, employees are now well informed with it. Staff also gave their rankings on the importance of customer service delivery variables as given priority by the Registrar General Department and

that which they individually consider are important to create a fully effective service delivery was Results based Management system considered the most crucial variable rated at the top with training and development ranked information and communication technology second was ranked third whist compensation and benefits is ranked at the bottom.

- Training and development of the staff was ranked second in enhancing service delivery by management. Management indicated that by training and development of employees this leads to improved motivation of employees as well as improving skills that they already possess and impartation of new skills, for example, to use the new technology. Citizens argued and noted that training and development was being ineffective to staff evidenced by staff incompetence in customer service. Citizens describe the experience at the Registrar General Department as horrific and a nightmare because they claim that the employees are rude and are not helpful. Citizens complained about the never ending queues hence recognising the whole customer service as ineffective and not up to customer expectations

- Improving on their usage of information and communication technology and that involves digitalisation. They believe that by improving on their technology the processing of documents will be faster and more efficient .So far because of the use of information and communication technology, The Registrar General department have achieved reducing their general passport processing from six months to one month .The queues that are ever present are shorter than they used to be. Information and communication technology also improves on transparency as well as reduces corruption. Information and Communication Technology was ranked third in enhancing service delivery.

- The checking system has also been improved through the use of ICT, these in the past before ICT they used to store documents in files so when one wanted to check if their documents were done, the employees had to go through a ton of files to verify but technology improved this and the new system allows to check online or on the internet if the process is done. The new technology at this stage allows for people to access application forms on the internet from the registrar's website.

➢ The use of compensation and benefits was ranked forth by management in enhancing service delivery. The researcher deduced that since the government is in debt and they cannot afford to keep raising incentives thus other strategies which are less costly and others more necessary have to be employed for example investing more in information and communication technology especially in this era of rapid technology expansion

5.2 Conclusions

➢ The service delivery implementation of the Registrar department is concentrating much on implementing the ZimAsset and they are based on using the Results Based Management system and it is their priority.

➢ In house Training and development is being done at the Registrar General Department although mostly technical skills being covered than those of customer care. Customers indicated that the employees are rude and not helpful. Some customers accuse the employees to be corrupt and not transparent in the way they do their job.

➢ Performance Appraisal is mandatory for all civil servants and is being practiced at The Registrar General department. The Results Based Management is being used as the performance management system. Most employees to date now understand the system and are now working in conjunction with the Zim Asset strategies.

➢ The use of compensation and benefits to improve service delivery is being done except that the government is in debt and because of the current economy that Zimbabwe is in it is difficult to use financial incentives thus the Registrar General department has to focus on other methods that are crucial.

➢ Citizens complained much on the attitudes of the employees. They have high expectations of staff receptiveness to their requirements. They expect that the registrar employees should be willing to assist and show great care to citizens however they indicated that the staff is rude and not flexible and helpful

➢ Citizens also complained about the ever present long queues. The researcher noted that this may be so but The Registrar General Department has improved a little on its efficiency passport used to take a standard time of six months to be processed in the past but to date standard time is approximately four weeks.

This indicates that some on the turnaround strategies being employed to enhance service delivery are working

➢ The Registrar General Departments criticism resolution is not up to customer's expectations hence citizens are not satisfied are also with the resolution

5.3Recommendations

The researcher came up with the following recommendations basing on the researched literature review, findings and conclusions. The recommendations were designed to provide way forward to the Registrar General Department that need to get better on its service delivery and enhance customer satisfaction as the citizens describe the experience at the Registrar General Department offices as horrific and a nightmare.

5.3.1Increase features on Information and communication technology system

The Registrar General Department should adopt an information and communication system that has features that will make the processing of documents easier and efficient. At the moment citizens can only download application forms from the website. They have to travel to the offices with the forms to submit them and make payments for the documents. The researcher recommends that the Registrar General Department introduce online application of the documents. The system of registration should be computerized and records for every individual in Zimbabwe should be synchronized from a central database available at all registries offices in all districts in Zimbabwe. This is to reduce congestion as people head for Makombe Building. Ashrafi and Murtaza (2008) support that; ICT enables communication and electronic capturing, processing and transmission of information making work easier at the Registrar. Lucas (2005) assured that the key to success with technology is not the technology itself but the ability to manage it well. Meso et al, (2004) goes on to say that enabling government to provide greater access to information and effective delivery of services for their citizens, ICTs, the literature suggests, create competitive economic environments, and enhance the quality and levels of services in a nation. Basu, (2004) discovered that the level of development of communication in a country can significantly impact change, and, as studies in developing countries have found good governance and socio-economic performance have a direct relationship with access to information

5.4.2 Training and development of employees on customer service

The organization should adopt   training on customer service. Customer service training enhances professionalism on how employees will respond to citizens. Professional training should be provided to deliver customer service training programs so that staff can attend and taught practical way out to a variety of different situations that may arise in the place of work. Chiaburu and Tekleab (2005) support this strategy as training is a planned interference that is designed to improve the determinants of individual job performance. . Armstrong (2006) is also in support that by defining what activities comprise a job, a job analysis helps the supervisor explain that job to a new employee. Taylor and Davies, (2004) on the other hand is in support that one of the most important core functions of human resources that can lead to the realization of numerous benefits for the organization is a strategic training plan. . Zemke and Woods (1998) elaborates that, training for customer service representatives should cover technical skills but it should also cover how to listen effectively and how to deal with angry citizens. This this makes training a valid recommendation for the registrar General Department. Mansfield (2004), providing employees with customer service skills through customer service training, the business will benefit and be in a position to handle customer complaints

5.4.3 Facilitate a complains procedure

The Registrar Generals office should facilitate for have a complaints procedure that is strong and it should allow for public grievances and the employees conduct should be scrutinized and addressed so as to improve the service rendered to the public. The Registrar General Department should develop and employ a customer feedback mechanism which assists the firm to identify customer dissatisfaction that is diagnosis, and this helps the firm to improve customer satisfaction. Customer care communication mediums should also be provided so as to accommodate as much room as possible for citizens to pour out their grievances. The company can make use of online feedback forms provided on the company's website. This was supported by Chidi Mgbenu (2009) who supports this by pointing out that customer feedback could be in form of computerized opinion machines with already prepared questions and answers

5.4.4 Strict Code of conduct

The Code of Conduct of employees at the Registrar General Department should be strict and binding model by which all employees at the office conduct themselves with.

5.4.5 Generate and circulate a public document with procedures to be followed

The Registrar Generals place of work should subject a public circular which explains the requirements for citizens to access documents. This will clarify to the citizens on what is needed confused about what to bring and it will also ensure that the processes are more transparent. Melcrum (2003) talks of the three stage strategy where the first stage is to listen to employees, get feedback and ideas, second stage is communication and the final stage is to **recognize** business and employee accomplishments and successes.

5.4.6 Adopt the use of quality circles

The Registrar General Department can use quality circles and these are employees from all the departments who meet and brainstorm on different issues in the organisation. Identification of loop holes can be done as these employees share customer encounters thus they know the challenges that customers normally face.

5.4.7 Adoption of motivational strategies

The Registrar General Department may also adopt motivational strategies which to encourage the workers to perform better for example recognition and promotion. Melcrum (2003) talks of the three stage strategy where the first stage is to listen to employees, get feedback and ideas, second stage is communication and the final stage is to recognize business and employee accomplishments and successes.Lashley (2001) talks about the concept of employee empowerment where he pointed out that this concept helps to achieve organizational objectives which are attained through the involvement of all employees within the organization irrespective of their position or rank in the decision-making process and compelling them to accept full responsibility for work satisfaction

5.4.8 Creation of a new culture which is customer oriented

The Registrar General Department can engage into creating and maintaining a favourable environment, which is customer friendly and responsive. This involves developing a corporate mission as well as developing a culture that emphasizes on creating comprehensible, rational and reliable operating policies and procedures.

5.4.9 Recruitment and selection

The Registrar General Department should ensure that on recruitment and selection they should select competent and rightfully skilled employees who are up for the job and are likely to perform well so that they will not have problems interacting with the general public. The recruitment and selection policy should spell out in clear terms how the administration is going to recruit staff including the selection criteria required staff and emphasis should be on the candidate personality. They can also verify this using personality profiling

The Registrar General Department may perhaps create organizational citizen ship behaviour within its staff which is a unique aspect of individual activity at work that represents behaviour which is discretionary not directly explicitly recognised by the formal reward system and in the aggregate promotes the efficient and effective functioning of the organisation. Terry Irwin (2011) supported this pointing out that employees want a culture of openness and shared information. Melcrum (2003) talks of the three stage strategy where the first stage is to listen to employees, get feedback and ideas, second stage is communication and the final stage is to **recognize** business and employee accomplishments and successes.

5.4.11 Employing behaviour based evaluations

Registrar General Department management should employ behaviour based evaluations and evaluate workforce on the foundation on how they should act on criteria such as effort, commitment, solidarity sociability and the aptitude to help customers who are in need rather than on the measurable results they accomplish.

5.5 Chapter Summary

The summary of the findings were given and the researcher discovered that the Registrar General Department is working in line with the Zim Asset and that the Results Based Management system is being given priority. Service delivery at the

Registrar general has improved since the introduction of ICT and this is because of advanced technology. Conclusions were drawn and the attitudes of the employees are disappointing and not helpful and customers are dissatisfied. The researcher recommended that the firm should train the employees on how to treat customers and employ behaviour based evaluation, and increase on their ICT system features.

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Appendix A

Midlands State University

Established 2000

Midlands State University

Faculty of Commerce

Department of Business management

P. Bag 9055

Gweru

Dear Sir/Madam

REF: seeking for data collection assistance

This questionnaire was prepared by **R1118861A** a fourth year student at Midlands State University studying **Business Management Honours Degree**. The researcher is conducting a research study on the "An analysis of the strategies used to enhance service delivery in the public sector". Respondents are kindly asked for their assistance in completing this questionnaire. All the information and expressions to be expressed by the respondents will be confidentially and strictly handled. The findings of this research are for academic use only. If you wish to get more information about this study, please contact the undersigned.

Your assistance is greatly appreciated

Yours faithfully

R111861A

Instructions

❖ Please answer the questions in this questionnaire by placing a tick or filling in the appropriate space provided.

There are no name(s) for respondent(s) required in this questionnaire

Management Questionnaire

1. If you are engaging into the following programmes to improve your service delivery, please rate them according to importance starting with 4 reflecting the most important moving downwards to one

Training and development ☐

Information and communication technology ☐

Results Based Management system ☐

Compensation and benefits ☐

2. How often do you engage in such programmes?

……………………………………………………………………………………………

……………………………………………………………………………………………

Overally, how do you view the level of your frontline staff about customer service?

Very acceptable ☐

Acceptable ☐

Uncertain ☐

Unacceptable ☐

Very unacceptable ☐

3. In your opinion how are you citizens satisfied with your service delivery

Very satisfied ☐

Satisfied ☐

Uncertain ☐

Unsatisfied ☐

4. It is common that when citizens are unhappy with service they complain .Do you agree or disagree

Agree ☐

Disagree ☐

5. Do you ever tolerate complaints?

Yes ☐

No ☐

6. What steps do you take to ensure that complaints are satisfactorily resolved?

……………………………………………………………………………………………

……………………………………………………………………………………………

………………………………………………………………………………………….

7. Which areas do you think you have had customer complaints the most?

Friendliness ☐

Accuracy ☐

Queues ☐

8. The following attempts to describe the general features of the frontline service employees. In your opinion how important are these attributes of your frontline employees

Very important ☐

Important ☐

Not important ☐

Not very important ☐

Attribute	
55	
Willingness to help and respond to clients complaints	
Care and understanding	
Honesty trustworthy and creative	
Dependable	

Thank you for your time

APPENDIX B

Staff Questionnaire

SECTION A

Instructions

❖ Please answer the questions in this questionnaire by placing a tick or filling in the appropriate space provided.

❖ There are no name(s) for respondent(s) required in this questionnaire

Please answer each statement

PERFORMANCE MANAGEMENT SYSTEM ASPECTS

number	statement	Strongly agree	agree	disagree	Strongly disagree
1	I know exactly what I am expected to do				
2	I am prepared to put myself out to do my work				
3	My job is not very challenging				
4	I am given plenty of freedom to decide how to do my work				

		Strongly agree	agree	disagree	Strongly disagree
5	I get plenty of opportunities to learn in this job				
6	The facilities/equipment/tools provided are excellent				
7	I am quite satisfied that the objectives I agreed were fair.				
8	I felt that the meeting to agree objectives and standards of performance helped me to focus on what I should be aiming to achieve.				
9	I received good feedback from my manager on how I was doing.				
10	My manager was always prepared to provide guidance when I ran into problems at work.				
11	The performance review meeting was conducted by my manager in a friendly and helpful way.				
12	My manager fully recognized my achievements during the year.				

TRAINING AND DEVELOPMENT ASPECTS

number	statement	Strongly agree	agree	disagree	Strongly disagree
1	Have the products of training contributed to bringing about positive or negative change in the organization?				
2	Has improved operational data resulting from training had an effect on performance goals?				
3	Does the training process				

	consistently meet objectives?				
4	Does training comply with regulatory requirements?				
5	How well is industry commitments met?				
6	What impact does the training system have on the community?				

COMPANSATION AND REWARDS

number	statement	Strongly agree	agree	disagree	Strongly disagree
1	My contribution is adequately rewarded				
2	I like my job				
3	I feel that my pay does not reflect my performance				
4	My pay compares favourably with what I could get elsewhere				
5	I understand how my pay can progress				
6	I am not paid fairly in comparison with other people doing similar work in the organization				
7	I think the organization's pay policy is overdue for a review				
8	Grading decisions are made fairly				
9	I am not clear how decisions about my pay are made				
10	I understand how my job has been graded				

11	I get good feedback on my performance				
12	I am clear about what I am expected to achieve				
13	Communication processes are in place to ensure that employees are familiar with the department's recognition program				
14	Pay decisions are linked to performance achievements				
14	The reward system facilitates implementation of strategy by motivating desired levels of performance.				
15	The reward system facilitates the implementation of strategy by attracting and retaining the right kind of people.				
16	Positive and negative financial and nonfinancial consequences of performance (e.g. salary adjustments, recognition) are utilised effectively.				
17	PMS establishes a clear connection between performance and rewards.				

In your opinion how satisfied are your citizens with your service

Very satisfied   ☐

Satisfied ☐

Uncertain ☐

Unsatisfied ☐

Citizens have the expectations on the service that are provided. In your opinion how important are the following attributes of the Registrar General Department and its staff when they evaluate service delivery. Rank them in the order of importance starting with 1 on the most important

Responsiveness ☐

Accuracy ☐

Friendliness ☐

Innovative ☐

Who are responsible for ensuring efficient service delivery in your organization?

Customer service department ☐

Operations department ☐

Both ☐

Other
(specify)…………………………………………………………………………………
……………………………………………………………………………………………
………………………………………………………………

Does the organization engage you employees in any programmes that improve service delivery?

Yes ☐

No ☐

If yes please
specify……………………………………………………………………………………………………
……………………………………………………………………………………………………

Which areas do you think the RG needs to improve to ensure effective service delivery to the public? Please rate according to the importance starting with one moving downwards to four

Training

Information and communication technology

Performance Appraisal

Compensation and benefits

Thank you for your time

APPENDIX C

Customer questionnaire

1. How do you rate the following dimensions which show your service delivery expectation?

Transparency ☐

Efficiency ☐

Friendliness ☐

Innovative ☐

2. To what extent do you agree or disagree that the Registrar General staff have the following characteristics during service delivery

Strongly agree ☐

Agree ☐

Uncertain ☐

Disagree ☐

Strongly disagree ☐

Attribute	
Ability to perform promised services dependably and accurately	
Staff ability to inspire trust and confidence	
Staff very attentive during encounters and willing to help	
Positive attitude caring and understanding	

3. How satisfied are you with the level of service delivery

Very satisfied   [   ]

Fairly satisfied   [   ]

Not very satisfied   [   ]

Not at all satisfied   [   ]

4. How do the employees respond to your requests?

Very fast and satisfactory   [   ]

Fast and satisfactory   [   ]

Slow and not up to expectation [   ]

5. Have you ever made complaints to the Registrar General Department about your dissatisfaction?

Yes   [   ]

No   [   ]

6. Do frontline staff make instant decisions whenever serving you or always refer to someone

Refer to someone ☐   Help you ☐

Thank you for your time