

**Relationship between leadership and service delivery in the National Water and Sewerage Corporation of Kamwenge. A cross-sectional study.**

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**ABSTRACT**

**Background**

The study aims to assess the relationship between leadership and service delivery in the National Water and Sewerage Corporation of Kamwenge.

**Methodology**

The study adopted a cross-sectional survey design using both quantitative and qualitative approaches, and employed simple random and purposive sampling to select the respondents from the 5 branches of the Kamwenge area.

**Results**

The majority of the respondents, 71.6% (n=86), were 40 years and below. There is a positive relationship between Leadership and Service Delivery. ( $r=0.613$ ,  $p<0.05$ ). The relationship is statistically significant at a 95% confidence level. Leadership accounts for 37.1% of the variance in service delivery in NWSC, which means that a unit change of 37.1% in performance contracting (Leadership) affects service delivery. The calculated  $p$ -value of 0.000 is less than 0.05; the model was found to be statistically significant ( $F=108.029$ ,  $df = 1$ ,  $p<0.05$  ( $=0.000$ )). This means that leadership has a significant effect on service delivery. Therefore, the alternative hypothesis stated that: Leadership has a significant effect. The majority of the respondents (94.2%) agreed that NWSC sets clear performance expectations, and 88.3% of the respondents agreed that supervisors regularly monitor performance against set targets. On the other hand, 78.3% agreed that supervisors promote teamwork at the workplace. Surprisingly, 100% of the respondents disagreed that supervisors provide updates of their field visit observations, and 97.5% of the respondents don't feel comfortable offering suggestions during branch meetings.

**Conclusions**

Leadership significantly affects service delivery in NWSC. This implies that if leadership is improved, service delivery in NWSC will consequently improve. Therefore, there is a need to maintain high-quality leadership or even improve on it in order to enhance good service delivery in NWSC.

**Recommendations**

There is a need to improve on supervisory documentation and the sharing of feedback from field visits, which can lead to improved service delivery.

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**Keywords:** Leadership and service delivery, National Water and Sewerage Corporation, Kamwenge.

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**Background**

Performance contracting is seen as a useful vehicle for articulating clearer definitions of objectives and supporting new management, monitoring, and control methods, while at the same time leaving day-to-day management to the managers themselves. Performance contracting originated in France in the late 1960s (Kogei et al, 2013) and has been used in about 30 developing countries in the last fifteen years. Performance contracting has been acclaimed as an effective and promising means of improving the performance of public enterprises as well as government

departments all over the world. In Belgium, performance contracting in the public sector dates back to the breaking of the traditional monolithic government in the 1830s and stipulated the compulsory public utility service being provided by the agency and the government's conditions (Bouckaert, Verhoest, & Cortek, 1999). In the United Kingdom (UK), performance contracting in the public sector was introduced in 1998 as the Public Service Agreement (PSA) system and outlined a set of performance targets which all government agencies were to report on (Metawie and Gilman, 2005). In Denmark, according to May (2005), performance contracts played a major role in

improving efficiency and increasing policy control, and in the United States of America (USA), according to the Government Performance and Results Act of 1993, performance contract aimed at making federal departments more productive and therefore boosts citizens' confidence in their government.

In East Africa, performance contracting has been implemented in Kenya, Rwanda, and Uganda, among others. In 2001, the Government of Uganda (GoU), on recommendation of the World Bank, took a decision to grant NWSC autonomous status by signing performance contracts requiring management of NWSC to enhance performance. Consequently, the terms in the performance contract with NWSC were decentralised to the operating units referred to as Areas / Branches by way of Internally Delegated Area Management Contracts (IDMACs) (Mwoga, 2003). Organisations require a higher level of leadership than ever before to survive and prosper (Maccoby, 2009). In team leadership, a leader has to be slow to anger and have patience regarding the work of employees. The study aims to assess the relationship between leadership and service delivery in the National Water and Sewerage Corporation of Kamwenge.

## **METHODOLOGY**

### **Research Design**

The study will adopt a cross-sectional survey design using both quantitative and qualitative approaches to look at the way Performance contracting and, in particular, leadership affect the service delivery of NWSC (case study Kamwenge Water). The purpose of the Cross-sectional study was to gain a better understanding of the relationship between Performance contracting and service delivery.

### **Target Population**

The study covered a total of 5 branches of the Kamwenge area, including Kamwenge main branch, Kahungye branch, Ishongororo branch, Kataryeba branch, and Kabunga branch. A total population of 196 respondents was considered, including Branch Managers, Branch Engineers, Finance and Administration Officers, Commercial Officers, Territorial Leaders, Marketing Assistants, Stores Assistants, and Plumbers.

### **Sample Size and Selection**

The study employed simple random and purposive sampling to select the respondents from the 5 branches of the Kamwenge area.

**Table 1: Showing a sample size and selection methods:**

Category	Target population	Sample size	Sampling techniques
Branch Managers	3	3	Purposive sampling
Branch Engineers/ Technical supervisors	3	3	Purposive sampling
Quality control Officers	15	14	Simple random sampling
Billing Officers	9	9	Simple random sampling
Political Leaders	28	26	Simple random sampling
Marketing Assistants	60	52	Simple random sampling
Plumbers	60	52	Simple random sampling
Inventory Assistants	9	9	Simple random sampling
Surveyors	9	9	Simple random sampling
Totals	196	177	

### **Sampling Techniques**

The research employed purposive and simple random sampling. Purposive sampling entailed the selection of specific persons, respondents with key information that is being researched. This sampling strategy helped the researcher in selecting the key informants as they are thought to be dependable and knowledgeable on the study topic, thus they will give reliable and comprehensive information. Simple random sampling is a sampling technique that makes sure that every element of the study population has an equal chance of being selected. Simple random sampling was employed in choosing employees in

the five branches of the National Water and Sewerage Corporation to participate in this study.

### **Data Collection Tools**

The data collection methods that the study employed to collect data include: Questionnaires and an Interview guide. Data collection methods were triangulated to ensure that the results from one method collaborate to provide insights into the different levels of analysis.

### **Questionnaire Survey**

The questionnaire survey method was used because it has the advantage of covering a large number of respondents, and it is less expensive. With it, data was collected in a short time. It is also preferred because the researcher was dealing mostly with a literate population.

The interview schedule consisted of a set of questions that were posed to the Branch Manager and Branch Engineers.

### Interview Guide

Interview schedules were used to complement the information gained from the quantitative source.

### Methods and Instruments of Data Collection

Data collection methods and instruments that were used include the following;

#### Self - Self-Administered Questionnaire

A uniform self-administered questionnaire encompassing background information, performance contracting, and service delivery was used, scored on a point Likert scale ranging from 1=strongly disagree, 2=disagree, 3=not sure, 4=agree, and 5=strongly agree.

### Interview schedule

### Data Quality Control Validity

Drafts of questionnaires were discussed with the supervisor. In order to ensure accuracy and meaningfulness of inferences, the instruments of the study were first assessed to ascertain their effectiveness in collecting accurate data. Thereafter, content validity was employed to ascertain the extent to which the content of the instrument corresponds to the concept it was designed to measure. This was determined by expert judgment of the two research supervisors, where each selected item seen to be relevant was summed up, and the total was divided by the total number of all items of the instrument.

For the instruments to be considered valid, Basheka (2010) said that the Content Validity Index (CVI) must be within the accepted statistical range of 0.5 to 1.

CVI =  $\frac{\text{No. of items rated valid by all judges}}{\text{Total no. of items in the instrument}}$

$$= \frac{39}{40} = 0.975$$

**Table 2: Content Validity Index (CVI) for the instruments**

Variable	Original no of items	No. items retained	CVI
Leadership	13	13	1.000
Target setting	8	8	1.000
Incentives	8	8	1.00
Service delivery	11	10	0.909
The entire data collection tool	40	39	0.975

*Source: Primary Data*

Table 2 shows the Content Validity Index (CVI) for each instrument; the number of items rated valid was divided by the total number of items in the instrument. Since the computed CVI of 0.975 is within the accepted statistical range, the instrument was considered valid.

### Reliability

To establish reliability, the instruments were pilot-tested twice on the same subjects at an interval of four weeks. The results from the pre-test were used to modify the items in the instruments.

To ensure the reliability of quantitative data, the Cronbach's Alpha Reliability Coefficient for Likert-Type Scales test was performed. In statistics, Cronbach's alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. Upon performing the test, the results should be 0.7 and above to be considered reliable. Below are the values of Cronbach's alpha for each variable and for the entire instrument. The range of 0.7 and above indicates the reliability of research instruments as asserted by Amin (2005).

**Table 3: Reliability Analysis (Alpha Cronbach's coefficients computed using SPSS)**

Variable	+++Alpha coefficient	Cronbach's	No. items retained
Leadership	0.702		13
Target setting	0.739		8

Incentives	0.850	8
Service delivery	0.876	10
The entire data collection tool	0.853	39

*Source: Primary Data*

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Table 3 shows a Cronbach alpha of 0.702 for Leadership, 0.739 for Target Setting, 0.850 for Incentives, 0.876 for Service Delivery, and 0.853 for all the variables under study. The tool therefore passed the test of reliability for each of the variables and for all the variables since they were all greater than 0.7, given that the level of Cronbach's alpha that is adequate is any value equal to or greater than 0.7 (Amin, 2005). The instruments were therefore suitable for data collection

### **Ethical considerations**

Permission to do the study was sought from the University School of Post-Graduate Studies and Research. The researcher also sought the respondent's consent to use their information in the study. Strict confidentiality was

observed. The names of the study participants were not recorded on the questionnaires and interview guides. The filled questionnaires were kept safely under lock and key to enhance confidentiality.

### **Results**

#### **Response Rate**

The study targeted a total of 196 respondents and a sample of 177 respondents, but not all the targeted respondents responded; only 120 respondents responded and returned their questionnaires. All the intended respondents (6) for the interviews were met.

**Table 4: Response rate**

Category		Sample size	Actual size	Percent
Branch Managers		3	3	100.0
Branch Engineers/ supervisors	Technical	3	3	100.0
Commercial Officers		14	9	64.3
Billing Officers		9	6	66.7
Territorial Leaders		26	18	69.2
Marketing Assistants		52	34	65.4
Plumbers		52	41	78.8
Inventory Assistants		9	6	66.7
Surveyors		9	6	66.7
Totals		177	126	67.8

*Source: Primary data from field study*

Table 4 shows an intended response rate of 71.1% but not all responded. A 67.8% response rate was realized, and according to Mugenda & Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good, and a response rate of 70% and over is excellent. The fact that 67.8% is above the rated 60% of Mugenda & Mugenda shows that data was collected from a reasonable number of respondents; hence, the collected data and findings from it can be relied on.

### **Demographic Information of Respondents**

The quantified demographics of respondents included: Age of the respondents, Level of education and years in service in the NWSC of the respondents in the study. This information was presumed to be very vital to the study because these characteristics could influence one's decision to either perform or not in the study.

#### **Age of the Respondents**

Respondents were requested to indicate the age bracket in which they fell, as per Table 7.

**Table 5. Age of the Respondents**

Age	Frequency	Percent
18 - 30 years	52	43.3
31 - 40 years	34	22.3
41- 50 years	34	28.3
Total	120	100.0

*Source: Primary Data*

Findings as reflected in Table 5 revealed that the majority of the respondents, 71.6% (n=86), were 40 years and below, while 28.3% (n=34) were 41 years and above. This age distribution enabled the researcher to have fairly balanced

opinions on performance contracting over different age brackets. A balanced age staff composition facilitates the sharing and transferring of knowledge between the older and younger staff, which sustainably improves performance.

### Education Level of the Respondents

**Table 6: Education Level of the Respondents**

Education	Frequency	Percent
Masters	8	6.6
Postgraduate	8	6.6
Bachelor's Degrees	72	60
Diploma	4	3.3
Certificate	30	25
Total	120	100

*Source: Primary data from the field*

Table 6 shows that the majority of the respondents (73.2%) had obtained a bachelor's degree or above, followed by Certificate holders (25%), and the least obtained a Diploma (3.3%). Although there were differences in education levels, it can be concluded that the sample was fairly selected since all education levels were captured in the sample.

### Respondent's Years in Service

The respondents were requested to reveal their years of service in NWSC. This was intended to find out whether a sample was fairly selected in terms of services from the intended population.

**Table 7: Respondents' years in service.**

Period	Frequency	Percent
Below one year	38	31.7
0 - 5 years	55	45.8
6 - 10 years	25	20.8
11 years and above	2	1.7
Total	120	100.0

*Source: Primary data from field study)*

Table 7 shows that the majority of the respondents (45.8%) have worked for NWSC between 0 and 5 years, followed by those who have worked between 6-10 years (20.8%), and the least had worked for 10 years (1.7%) and above. Since

all the years' categories in services were captured in the sample, it can be concluded that the sample was fairly selected from the population for the findings to be relied upon.

### Empirical Findings

#### Findings on service delivery in NWSC

**Table 8: Views of respondents on service delivery in NWSC**

Statements measuring service delivery	SA(%)	A(%)	NS(%)	D(%)	SD(%)	Mean	S.D.
NWSC water supply is reliable	0.0	0.0	0.0	62.5	37.5	1.63	0.486
NWSC water supply is regular	0.0	0.0	0.0	66.7	33.3	1.67	0.473
NWSC regularly reminds customers of their arrears	79.2	7.5	8.3	5.0	0.0	4.61	0.843
NWSC staff clearly explains to the customers before the supply is disconnected	0.0	0.0	10.0	50.0	40.0	1.55	0.495
NWSC disconnects water supplies after a fair period of warning	0.0	0.0	5.0	61.7	33.3	1.72	0.500
NWSC responds in time whenever a complaint is logged in	25.0	44.2	29.2	1.7	0.0	3.93	0.78
NWSC involves customers in its programmes	0.0	0.0	3.3	71.7	25.0	1.77	0.530
Revenue collection targets are regularly achieved	8.3	18.3	3.3	45.0	25.0	1.78	0.488
Customer care at the branch is good	54.2	34.2	11.7	0.0	0.0	4.43	0.694
Performance at the branch has been improving over time	48.3	45.0	5.0	1.7	0.0	4.40	0.67

*Source: Primary data from field study*

Table 8 shows that the majority of the respondents expressed dissatisfaction with some of the statements put to them. This is shown by the mean less than (3) and Standard Deviation close to (0), 100% disagreed that NWSC water supply is reliable, 100% disagreed that NWSC water supply is regular, 90% disagreed that NWSC staff clearly explains to the customers before supply is disconnected, 95% disagreed that NWSC disconnects water supplies after a fair period of warning, 96.7% disagreed that NWSC involves customers in their programmes and 88.4% disagreed that revenue collection targets are regularly achieved. It was revealed from the findings that NWSC hasn't embraced Stakeholder management to enable its stakeholders to understand and appreciate its programmes for easy implementation. It was also found out that targets for revenue collection are high, and thus achieving them has forced staff to disconnect customers with meager balances, thus affecting customer care.

"It was further noted by one of the respondents that because of competition among branches and territories, especially on the parameter of revenue collection, some staff end up disconnecting customers without giving attention to the customers' explanations. He further noted that disconnections are given more attention compared to reconnections after the customers have cleared their bills, which is not a good indicator of service delivery".

It was more revealed from the study findings that not all customers in KW enjoy NWSC services reliably and regularly, with the highest disagreement of 100%. This was still confirmed through an interview with one of the respondents, who said, "The truth on the ground is that demand for water supply is higher than supply, and this makes it hard for NWSC to satisfy all customers because they don't get water regularly, and at times when it comes, it is too little to be shared by all. This irritates some customers, and they have ended up blaming NWSC, which affects service delivery. Some areas in KW are termed as dry zones, meaning that water supply cannot reach such areas because of the pressure levels."

However, some of the respondents agreed with some of the statements put to them. This is shown by the mean greater than (3) and the Standard deviation of close to (1). 86.7% agreed that NWSC regularly reminds its customers of their arrears, 69.2% also agreed that NWSC responds in time whenever a complaint is logged in, 88.4% Customer Care at the branch is good, and 93.3% agreed that Performance at the branch has been improving over time. Findings revealed that Performance contracting is increasingly becoming a key driver of improved service delivery. Findings from the study also revealed that NWSC has put in place measures to ensure that enough information is passed to a customer before the water supply is disconnected through



SMS's, use of megaphones in the field, and use of Local Council meetings, among others, are geared towards improved service delivery. "One of the respondents had this to say, "Customers' demands and feedback are by far the best way of gauging

the efficacy of services offered by utility enterprises. A customer is the real reason why any service utility must exist, and thus improved service delivery is the only solution for the success of any organization, and that's why NWSC has put a lot of emphasis on giving feedback to customers".

**Table 9 Respondents' views on leadership in NWSC.**

Statements Leadership measuring	SA(%)	A(%)	NS(%)	D(%)	SD(%)	Mean	S.D.
The organization sets clear performance expectations	77.5	16.7	5.8	0.0	0.0	4.72	0.57
The supervisor regularly monitors performance against set targets	60.8	27.5	0.0	11.7	0.0	4.37	0.97
Supervisor promotes teamwork at the workplace	42.5	35.8	21.7	0.0	0.0	4.21	0.78
Decision-making is by consensus	0.0	5.0	1.7	51.7	41.7	1.70	0.74
The supervisor makes regular field visits	65.8	30.8	1.7	1.7	0.0	4.61	0.61
Supervisors provide updates on their field visit observations	0.0	0.0	0.0	66.7	33.3	1.67	0.47
Supervisor monitors performance outcomes regularly	55.8	30.0	11.7	2.5	0.0	4.39	0.79
Branch staff work as a team in attaining set targets	52.5	18.3	26.7	2.5	0.0	4.21	0.92
Each staff member at the branch is informed of his/her role in attaining the set targets	60.8	28.3	10.8	0.0	0.0	4.50	0.68
Branch members regularly meet to discuss how to solve issues affecting the performance of the branch	54.2	34.2	11.7	0.0	0.0	4.43	0.69
I feel more comfortable in offering suggestions during a branch meeting	0.0	2.5	0.0	78.3	19.2	1.86	0.52
Supervision reports are discussed by branch staff	30.8	59.2	10.0	0.0	0.0	4.21	0.61
Managers at KW are good team leaders	33.3	51.7	0.0	15.0	0.0	4.03	0.97

*Source: Primary data from field study*

Table 9 shows that the majority of the respondents agreed with most of the statements put to them. This is shown by the mean greater than (3) and the Standard deviation of close to (1).

94.2% agreed that the Organization sets clear performance expectations, 100% agreed that supervisors regularly monitor performance against set targets, 78.3% agreed that their supervisors promote teamwork at the workplace, 96.6% agreed that their supervisor makes regular field visits, and 85.8% agreed that supervisors monitor performance outcomes regularly.

An additional 70.8% of respondents agreed that Branch staff work as a team in attaining set targets, 89.1% agreed that

each staff member at the branch is informed of his/her role in attaining the set targets, 88.4% agreed that Branch members regularly meet to discuss how to solve issues affecting performance of the branch, while 90.0% agreed that supervision reports are discussed by branch staff and 68.8% agreed that Managers at KW are good team leaders. Findings revealed that clear performance expectations guide staff on how to improve service delivery during performance contracting. Findings still showed that the achievements of these set targets make supervisors always monitor performance trends. Teamwork and Vigilance in field visits by supervisors were also noted through field visits aiming at improving service delivery.

It was clearly revealed in the study that Branch Leaders regularly meet to discuss reports affecting Branch performance, which is an indicator of good Leadership. More to that majority of the respondents agreed that Managers at the Branches are good team leaders; this enables staff to be focused on working towards improving service delivery.

The above quantitative findings are in line with the qualitative findings of one of the respondents who said that, "Leadership in NWSC has kept on improving, and of recent it received two International Awards in recognition of outstanding leadership and performance among water Utilities in the World. The two awards, namely "The Water Leaders Award", awarded in recognition of outstanding leadership, and "African Water Utility of the Year Award 2013/14", awarded in recognition of the Corporation's remarkable operational achievements and fostering of co-operation amongst utilities, were received by NWSC Management and the Board at different international fora. However, the analysis shows that, though to a greater extent a lot has been done to improve Leadership in NWSC, some respondents expressed dissatisfaction with a few statements put to them. This is shown by the mean being less than (3) and the Standard Deviation close to (0). 93.4% disagreed that decision-making is by consensus, 85.8% disagreed that Supervisors provide updates of their field visit observations, and 63.3% disagreed that they feel more comfortable in

offering suggestions during a branch meeting. Findings revealed that though communication is freely passed on to staff, less or none of the staff's ideas are implemented. It was further noted during the study that supervisors provide less or none of their field findings to their staff, which makes it hard to prove whether these supervisors really go to the field or end up doing their personal activities during working hours. Lastly, study findings revealed that not all staff are comfortable offering suggestions during branch meetings. This may be due to the fact that less or none of their ideas are implemented at the end of the day, or else they fear speaking out their minds, and this to some extent affects service delivery.

### Hypothesis Testing

"Alternative Hypothesis: Leadership has a significant positive effect on service delivery in NWSC."

"Null Hypothesis: Leadership does not have a significant positive effect on service delivery in NWSC."

The hypothesis was tested at a 95% level of significance (two-tailed) using Pearson's product-moment correlation coefficient, which measured the degree and direction between leadership and service delivery in NWSC. The results are presented in Table 10.

**Table 10: Correlation matrix for leadership and service delivery in NWSC**

		Leadership	Service Delivery
Leadership	Pearson Correlation	1	.613*
	Sig. (2-tailed)		.000
	N	120	120
Service Delivery	Pearson Correlation	.613*	1
	Sig. (2-tailed)	.000	
	N	120	120

\*. Correlation is significant at the 0.05 level (2-tailed).

*Source: Primary data from the field.*

Table 10 shows that there is a positive relationship between Leadership and Service Delivery ( $r=0.613$ ,  $p<0.05$ ). The relationship is statistically significant at a 95% confidence level. However, the analysis does not mention the extent of

the relationship. In order to find out the extent of the relationship, the coefficient of determination was computed using regression analysis.

### Model Summary



**Table 11: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.613	.376	.371	.17301

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Table 11 shows that the coefficient of determination (Adjusted R Square) is 0.371.

This implies that leadership accounts for 37.1% of the variance in service delivery in NWSC, which means that a unit change of 37.1% in performance contracting

(Leadership) affects service delivery. To further assess the overall significance of the model, an analysis of variables (ANOVA) was computed, and the results are presented in Table 12.

### ANOVA<sup>b</sup>

**Table 12: Analysis of Variables (ANOVA)**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	15.011	1	15.011	108.029	.000 <sup>a</sup>
Residual	16.397	118	.139		
Total	31.408	119			

**Predictors: (Constant), Leadership**  
**Dependent Variable: Service Delivery**

Table 12 shows an analysis of Variables (ANOVA) intended to show whether a model is significant. The decision rule is that the calculated  $p$ -value (level of significance) must be less than or equal to 0.05. Since the calculated  $p$ -value of 0.000 is less than 0.05, the model was found to be statistically significant ( $F=108.029$ ,  $df = 1$ ,  $p<0.05$  ( $=0.000$ )). This means that leadership has a significant effect on service delivery. Therefore, the alternative hypothesis stated that: Leadership has a significant positive effect on service delivery in NWSC.

### Discussion

The study found that leadership is core to service delivery. It was revealed that a positive relationship exists between leadership and service delivery, and thus, improvement in leadership positively affects service delivery. Similarly, a decline in Leadership negatively affects service delivery. It was found that performance improvement is achievable with good leadership. The study revealed that NWSC sets clear performance expectations, which have enabled staff to be focused, and this was proved right from the findings when respondents agreed that supervisors regularly monitor performance targets against set targets. This could be attributed to management policies of setting targets for branches either quarterly or yearly. The findings were supplemented by the majority of the respondents who agreed that Branch Managers in NWSC are good team leaders. It was further noted that Supervisors in NWSC promote teamwork, and this may be one of the reasons why NWSC has been awarded for its outstanding leadership, as

stated by one of the respondents. This revelation means that KW leadership in branches has distinguished itself as being capable of making a distinction between good and evil, acting correctly and adequately, exhibiting proper behaviour, avoiding deviances, and acting professionally. On the other hand, it implies that good leadership is an important aspect for the survival of an organisation, as it influences the relations with other stakeholders, thus ensuring the success of a business. More still, these facts were supplemented by one of the respondents who said that, "Good leadership can boost service delivery, but laxity in supervision and teamwork in any set-up can hinder the expected outcomes". This is in agreement with Brooks (2007), who noted that leadership affects the success of any organisation, and this was corroborated by Maccoby (2009), who pointed out that organisations require a higher level of leadership to survive and prosper.

Shockingly, 100% of the respondents disagreed that supervisors provide updates of their field visit observations. NWSC has to sensitise Branch Management to be answerable for branch operations geared at performance improvement and ensuring that supervisors always update their subordinates on the field findings; otherwise, some supervisors end up running personal errands during working hours. Such characters end up demotivating other hard-working staff and, in the long run, affecting performance and service delivery. Surprisingly, still, 85% disagreed that decision-making is by consensus, and this may be the reason why the majority of the respondents (93.4%) didn't feel free to offer suggestions during meetings. NWSC has to work

towards ensuring that staff opinions are considered during decision making because this will enable staff to always communicate in meetings freely and thus own decisions which are made by management.

### Conclusions

Leadership significantly affects service delivery in NWSC. This implies that if leadership is improved, service delivery in NWSC will consequently improve. Therefore, there is a need to maintain high-quality leadership or even improve on it in order to enhance good service delivery in NWSC. The study found that leadership is core to service delivery. It was revealed that a positive relationship exists between leadership and service delivery, and thus, improvement in leadership positively affects service delivery.

### Recommendations

There is a need to improve on supervisory documentation and the sharing of feedback from field visits, which can lead to improved service delivery.

There should be more staff involvement in decision-making through meetings and creating a fair environment for them to participate freely.

Supervisors need to emphasise the goals and values of NWSC and perceive the importance of integrating them with those of individual workers.

Supervisors should encourage open communication, staff participation in decision making, and availing of opportunities for advancement, providing an attractive benefit package commensurate with performance. This will enable the staff to think of the Corporation's goals in personal terms, which will lead to high performance of the staff.

There is a need to enhance capacity building through training or workshops.

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### Limitations of the study

The study concentrated on a few dimensions and a few performance indicators, yet the concept of performance contracting is wide, which requires further research.

### Abbreviations

GOU:	Government of Uganda
IDAMC:	Internally Delegated Area Management Contracts
NWSC:	National Water and Sewerage Corporation
PSA:	Public Service Agreement

### Source of funding

The study was not funded

### Conflict of interest

The author did not declare any conflict of interest

### Data availability

Data is available upon request

### Author contribution

Rolland Twinamasiko collected data and drafted the manuscript of the study

### Author biography

Rolland Twinamasiko is a student of a master's degree in public administration and management at Team University. Muhammad Ssendagi is a lecturer at Team University.

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