**FACTORS INFLUENCING DECISION MAKING IN URBAN AUTHORITIES IN UGANDA**

**A CASE STUDY OF KAMPALA CAPITAL CITY AUTHORITY**

**BY**

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# DECLARATION

I KAMOGA SAMUEL declare that this dissertation under the topic “factors influencing decision making in urban authorities in Uganda” is my original work and has never been submitted for any award in any higher institution of learning here or elsewhere.

*Kamoga Samuel*

Signature: ………………………

# APPROVAL

This dissertation has been approved for the award of the Master of Business Administration of Nkumba University.

Signature: ………………………

Dr. Eric Mugerwa (Supervisor)

Date: …………………………….

# DEDICATION

I dedicate this dissertation to my beloved Mother Mrs. Mary Lubega and my Father Mr. Lubega Ezra They have been my source of inspiration and for sure, I owe them a lot in my life.

# ACKNOWLEDGEMENTS

During my study period I have always felt indebted to many persons for their support. I would like to express my innermost heartfelt and sincere gratitude for their valuable time and contributions as follows.

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# LIST OF ABBREVIATIONS

KCCA : Kampala Capital City Authority

SPSS : Statistical Package for Social Sciences

KCC : Kampala City Council

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# ABSTRACT

The study examined the factors influencing decision making in urban authorities in Uganda, basing on a case study of Kampala Capital City Authority. It was guided by the three research objectives; i) to examine how KCCA provide timely and accurate information as a way of creating strategic solutions, ii) To assess how KCCA ensures inclusiveness of all relevant employees in decision making process for successful strategic processes in the authority, iii) to examine how KCCA enables the implementation of laws and regulations for improved city development.

The study used a phenomenological approach which enables the researcher understand how respondents experience factors influencing decision making, it used a sample size of 63 respondents however only 60 questionnaire were filled and returned. Findings revealed that decisions go through a uniform and old practiced system; these decisions often relate to the amount of information business owners, directors or managers and gather in a timely period.

In conclusion, it was observed that employee voice is the key element of the information factor in the employee involvement in decision making on organizational citizenship behavior. In recommendations, the study suggested that the stakeholders need further help in understanding the benefits of employees’ participation in management for the employees and for the company.

# CHAPTER ONE

# INTRODUCTION

# Background to the study

The study examines the factors influencing decision making in urban authorities in Uganda. It is based on a case study of Kampala Capital City Authority.

Kampala Capital City Authority is significant for this study because it is a good representative and prominent urban authority that is responsible for urban decision making in Uganda. According to information from the Website (<https://www.kcca.go.ug/about-the-authority>) the Authority is the governing body of the Capital City and administers Capital City on behalf of the central government subject to this Act. The authority is important for this study because it comprises of a wide range of decision making policies within a large scope of time

The study about factors influencing decision making in urban authorities in Uganda is important because it has been observed by Abaasi (2016) that effective management of performance is critical if the goals and objectives of the organization are to be achieved. Urban authorities serve to succeed and the achievement of the strategy through individual output places the attention directly on performance. Joab (2013) also explains that urban authorities make strategic decision which influences the stakeholders they represent, therefore consensus among team members facilitates the implementation of those decisions.

Kampala Capital City Authority (KCCA) is the legal entity, established by the [Ugandan Parliament](https://en.wikipedia.org/wiki/Parliament_of_Uganda), and is responsible for the operations of the [capital city](https://en.wikipedia.org/wiki/Capital_city) of [Kampala](https://en.wikipedia.org/wiki/Kampala) in [Uganda](https://en.wikipedia.org/wiki/Uganda). It replaced the Kampala City Council (KCC). The affairs of the capital city of [Kampala](https://en.wikipedia.org/wiki/Kampala) were brought under the direct supervision of the central Ugandan government. The city clerk, formerly the highest financial officer in the city, was replaced by the executive director, who is answerable to the Minister of Kampala Capital City Authority, currently Beti Kamya-Turwomwe. The elected mayor became the lord mayor, now a largely ceremonial position. In addition to the politically elected councilors, the expanded KCCA Council has members from the following professional bodies as full voting members:[[6]](https://en.wikipedia.org/wiki/Kampala_Capital_City_Authority#cite_note-6) Uganda Institute of Professional Engineers, Uganda Society of Architects, Uganda Medical and Dental Practitioners Council, and [Uganda Law Society](https://en.wikipedia.org/wiki/Uganda_Law_Society).

According to Kampala Capital City Authority Strategic Plan **(1999)**, the following are the policy objectives underlying decision making in the authority;

1. To provide timely and accurate information that can create significant strategic solutions
2. To embrace inclusiveness of all relevant employees for success of strategic processes in the authority
3. To enable authority management recognise and identify a problem
4. To enable authority to implement the laws and regulations for improved city development.

This study examined whether Kampala Capital City Authority is achieving the above set decision making objectives.

# Statement of the problem

In spite of the clearly stated above KCCA’s decision making policies, there is still evidence that the authority has hindering factors that affect the process of decision making.

During a management board meeting held on 16th April 2018, it was revealed that there is a problem of lack of adequate information which often times leaves management adrift in a sea of uncertainty. This is because decision making involves too many complex variables that need to be examined.

In the same meeting, it was revealed that the situation is more made more challenging since employee participation in decision making process is very limited. A senior board member was sited mentioning that most of the employees left out of the decision making process have more valid and reliable information which could be very crucial to the success of decision making process, however most of these employees are left out.

It was further noted that the physical and organisational environment at the authority is also very complex; this affects the nature and implementation of decisions. It was noted that employees are very sensitive and lack trust and goodwill amongst themselves which makes them unmotivated to make proper sound decisions. It is based upon this evidence that the researcher was motivated to undertake the study.

# Purpose of the study

The purpose of the study was to examine the factors influencing decision making in urban authorities in Uganda, basing on a case study of Kampala Capital City Authority.

# Research objectives

The study was guided by the following research objectives;

1. To examine how KCCA provide timely and accurate information as a way of creating strategic solutions.
2. To assess how KCCA ensures inclusiveness of all relevant employees in decision making process for successful strategic processes in the authority.
3. To examine how KCCA enables the implementation of laws and regulations for improved city development.

# Research questions

The study was guided by the following research questions;

1. How does KCCA provide timely and accurate information as a way of creating significant strategic solutions?
2. How does KCCA ensure inclusiveness of all relevant employees in decision making process for successful strategic processes in the authority?
3. How does KCCA enable the implementation of laws and regulations for improved city development?

# Hypothesis of the study

The study tested the following hypothesis:

Ho: There is no significant relationship between decision making and performance of KCCA.

Hi: There is a significant relationship between decision making and performance of KCCA.

# Study scope

The study was limited to examining how KCCA ensures timely and accurate information as a way of creating strategic solutions, how KCCA ensures inclusiveness of all relevant employees in decision making process for successful strategic processes in the authority and how KCCA enables the implementation of laws and regulations for improved city development

# Significance of the study

Stakeholders who are to benefit from the findings of the study are identified below:

**To the government of Uganda**

The study findings intend to particularly help the government in a better understanding of the decision making and how to improve on the process, as well as provide valuable information for future interventions. It aims at informing policies towards setting up of decision making, and show how the concept can be used as a powerful management tool to improve the way organizations and stakeholders can achieve greater transparency.

**To Kampala Capital City Authority**

This study intends to provide relevant information to KCCA about the effective decision making and this enables the stakeholder to not only understand the aspect but also appreciate the importance of the concept.

**To other organisations**

The study intends to provide general information to other public organisations on decision making policies and how they can be improved so as to formulate and implement good organisational culture

**To the researcher**

The accomplishment of the study aims at helping the researcher to acquire skills about the processing of research work and as well as data analysis and further enable the researcher to acquire a Master on Business Administration of Nkumba University.

**To other researchers**

This study also intends to contribute to the body of knowledge about decision making process and can be used as a reference material by other researchers.

# Setting of the study

Kampala Capital City Authority (KCCA) is the legal entity, established by the [Ugandan Parliament](https://en.wikipedia.org/wiki/Parliament_of_Uganda); that is responsible for the operations of the [capital city](https://en.wikipedia.org/wiki/Capital_city) of [Kampala](https://en.wikipedia.org/wiki/Kampala) in [Uganda](https://en.wikipedia.org/wiki/Uganda). It replaced the Kampala City Council (KCC)

The headquarters of KCCA are located on [Nakasero Hill](https://en.wikipedia.org/wiki/Nakasero) in the central business district of Kampala. The headquarters are immediately south-west of the Uganda Parliament Building. The main entrance to the KCCA Complex is located on Kimathi Avenue, which comes off of Parliament Avenue. The coordinates of this building are 0° 18' 54.00"N, 32° 35' 9.00"E (Latitude: 0.315000; Longitude: 32.585832)

The affairs of the capital city of [Kampala](https://en.wikipedia.org/wiki/Kampala) were brought under the direct supervision of the central Ugandan government. The city clerk, formerly the highest financial officer in the city, was replaced by the executive director, who is answerable to the Minister of Kampala Capital City Authority, currently Beti Kamya-Turwomwe. The elected mayor became the lord mayor, now a largely ceremonial position. In addition to the politically elected councilors, the expanded KCCA Council has members from the following professional bodies as full voting members:[[6]](https://en.wikipedia.org/wiki/Kampala_Capital_City_Authority#cite_note-6) Uganda Institute of Professional Engineers, Uganda Society of Architects, Uganda Medical and Dental Practitioners Council, and [Uganda Law Society](https://en.wikipedia.org/wiki/Uganda_Law_Society).

Kampala is divided into five divisions, each headed by a popularly elected mayor. Those divisions are preserved under the new KCCA Law. It is not yet clear what the roles of those five mayors will be in relation to the Lord Mayor and the KCCA Executive Director. The table below gives the names of the mayors

# Arrangement of the study

Chapter one presents introduction to the study.

**Chapter two:** Presents study literature. It highlights literature survey, literature review and the conceptual framework of analysis.

**Chapter three**: Presents study research methodology. It highlights research design and data collection and management.

**Chapter four:** Presents the demographic characteristics of the respondents.

**Chapter five:** Presents findings on how KCCA provides timely and accurate information as a way of creating significant strategic solutions.

**Chapter six:** Presents’ findings on how KCCA embraces inclusiveness of all relevant employees in decision making process for successful strategic processes in the authority.

**Chapter seven:** Presents findings on how KCCA enables the implementation of laws and regulations for improved city development.

**Chapter eight**: Links the findings to the literature review and suggest ways forward for decision making in KCCA

**Chapter nine**: Presents summary and conclusion to the study

# CHAPTER TWO

# STUDY LITERATURE

# Introduction

This chapter presents the study literature. It is made up of three sections comprising of the literature survey, literature review and conceptual framework.

# Literature survey

No scholarly study such as the one being undertaken has so far been done on Kampala Capital City Authority. However, there are similar studies in other areas. Below are reviewed the major ones.

Waiswa (2008) carried out a study about the impact of decision making, reward management in Uganda’s public sector. The study revealed that effect of employee participative decision making on job satisfaction was positive. Money and Graham (1999) found that, Pay has been often mentioned as a motivator for performance and a determinant of job satisfaction. To sustain their ability to produce and implement strategic decisions, top management teams must maintain positive affective relationships among their organizational members/employees. It was also revealed that, decision quality, consensus, and affective acceptance are, together, all necessary for sustainable high performance of the employees as well as the organization. However, the study did not provide any literature on how authorities ensure timely and accurate information as a way of creating significant strategic solutions; it is the aim of this study to fill the identified gap.

Nakagiri (2014) also carried out a study about decision making and organisational behavior in public organisation. Her study focused on Kampala Capital City Authority. The study revealed that job satisfaction has a partial mediation on the relationship between decision making, reward management and job performance. Adams et al., (1977) suggested that high pay levels represent high outcomes that should motivate and satisfied employees to adjust their inputs (performance) upward. When people feel their strategic decision-making processes are fair, they display a high level of voluntary cooperation based on their attitudes of trust and commitment, so they are satisfied and that will enhance their individual/employee performance. Conversely, when people feel that the processes are unfair, they refuse to cooperate by hoarding ideas and dragging their feet in conceiving and executing strategic decisions and that will lead to a job dissatisfaction and reduce the individual/employee performance (Kim & Mauborgne, The study also provided recommendations that reward management and decision making just does not promote job performance, but enhance job satisfaction which ultimately leads higher performance of the employees. However, Nakagiri’s study did not discuss on how inclusiveness of all relevant employees in decision making process for successful strategic processes in the authority

# Literature review

Issues relating to factors influencing decision making in urban authorities are not unique to Kampala Capital City Authority. They have been widely studied by scholars in similar environments elsewhere outside the context of Kampala Capital City Authority. Below is the review of some of the major studies in this area. The review has been undertaken in order to derive the conceptual framework within which the situation of Kampala Capital City Authority may be put in its proper perspective.

Decision making can be defined as choosing between alternatives. It can be regarded as an outcome of mental processes (cognitive processes: memory, thinking, evaluation) leading to the selection of a course of action among several alternatives. Decision making involves mapping the likely consequences of decisions, working out the importance of individual factors, and choosing the best course of action to take. (Muindi , 2011)

The Decision making is dynamic process, and there are many feedback loops in each of the phases. Feedback loops can be caused by problems of timing, politics, disagreements among managers, inability to identify an appropriate alternatives or to implement the solution, turnover of managers, or the sudden appearance of a new alternative. The essential point is that decision making is a dynamic process. This dynamic process has both strategic and behavioral implications for the organizations. Recent empirical research indicates that the decision making process that involves making the right strategic choices does lead to success decisions for the organization.

Leonard, Scholl, and Kowalski (1999) argue that the decision-making is a fundamental function in organizations and the quality of the decisions that managers make influences their effectiveness as managers, and the effectiveness of managers, in turn, affects the success or failure of the organization and also these decisions very much affect employee and the organizational performance.

Taylor (2005) explains that the effective implementation of a strategic decision requires the active cooperation of the team members. To effectively usher a decision through this complex web of operational details, team members must do much more than simply agree to or comply with the decision. They must both understand and commit to the decision if it is to be implemented effectively and that will enhance organizational performance through the individual/employee performance.

Smith (2001) asserts that in order to increase the workers commitment and humanize the workplace with the intention of improving work performance and good citizenship behavior, managers need to permit a high degree of employee involvement. Thus, the involvement of workers in decision making is considered as a tool for inducing motivation and satisfaction in the workers leading to positive work attitude and high productivity

Kuyea & Sulaimonb, (2011) explains that quality of decisions made is very important for the smooth functioning of an organization. It is a known fact that decision making is not just about selecting the right choices or compromises. Unless a decision has degenerated into work, it is not a decision. It is at best a good intention. Decisions made become effective only after they are implemented.

Somers (1998) observe that organizational management is required to make a large number of decisions on a continuous basis. These decisions are required to be made for the smooth running of the organization. The performance of the organization is greatly influenced by these decisions. Hence, making decisions is a matter of a huge responsibility for the management not only against the organization itself, but against their employees and other stakeholders, as well.

In the words of Scott (2008) the decision making process can be explained as a proposal considered by the management in the context of the organization and its strategic position. Alternatives, risks and potential outcomes are considered and then a decision is reached. There can also be a post audit and a feedback loop. The decision making process of the management is subject to human error as the management personnel have personalities, prejudices and a self-interest bias. Importantly, they have different attitudes to and appetites for risk.

The decisions of the management are influenced by the decision making environment which consists of a unity of management’s experience, beliefs and perceptions on one side, and decision support tools and techniques on the other side.

Rousseau (2002) notes that for determining the effectiveness of the decision made, the performance of the organization is normally measured on the basis of eight performance parameters. These performance parameters include (i) profitability, (ii) organizational effectiveness, (iii) continuous improvement, (iv) productivity of the processes, (v) quality of the processes and the products, (vi) quality of work life, (vii) safety and health at the workplace, and (viii) social responsibility. In short organizational performance can be defined in a broad sense a measure of association of all the performance variables which influence the functioning of the organization.

As stated earlier, decision making consists of selecting choices or compromises in order to meet the objectives of the organization. It ranges from the managerial decisions to the routine operational decisions. Further, the decisions to be made by the management can be of (i) technical nature, (ii) administrative nature, and (iii) financial nature.  Decisions can also be (i) routine decisions, (ii) tactical decisions, or (iii) strategic decisions. All these types of decisions impact the performance of the organization.

Kaufman (2016) opines that technical decisions and financial decisions are not the administrative type of decisions and hence they are to be made by those management personnel who are having deep knowledge of the technological processes or financial matters respectively. However, the three types of decisions namely technical, financial, and administrative etc. are not to contradict each other but support each other.

Reis (2000) states that there are some decisions which are made by rules of thumb and making short cuts. Also, sometimes decisions are made by sacrificing some part of the problem which means making some compromises. Such decisions are not quality decisions and hence are not very effective for improving the performance of the organization.

There are decisions which are made in normal working environment while there are other decisions which are made under conditions of emergency. There are decisions which are made in a hurry while there can be some other decisions which are delayed. Generally decisions are required to be taken within normal available time to be effective (Rorty, 2003)

Morgan (2014) notes that there are some decisions which are made at individual level while there are other decisions which are made by a group of management personnel. Either of these decisions can be quality decision and can be effective in improving the performance of the organization. Group level decisions need more time. Generally criticality of the problem decides whether the decision is to be made at the individual level or at the group level

Meyer (1999) observes that there are cases when management makes decisions under panic. Panic decisions are also made under conditions of emergency. There are other cases when management is to make decisions under stress. Decisions made under panic as well as under stress are always low in quality and in effectiveness. These decisions normally do not help in improving the organizational performance.

There can be some decisions which are made under pressure. Pressure for certain decisions may come from authorities, regulatory bodies, stakeholders, market, suppliers, or environment. Pressure for certain decisions can also be there because of financial reasons. Decisions made under pressure can have adverse impact on the performance of the organization since these decisions may not be quality decisions (Mead, 2005)

Some decisions can be made to please certain people while some other decisions can be made out of revenge. Some decisions are made to give favors to someone while denying normal benefits to others. Also there are some decisions which are made to receive certain undue benefits/rewards while some other decisions are made to get popularity. Decisions, which are made because of these reasons, are normally not fair decisions and hence not the quality decisions. Such decisions usually have an adverse impact on the performance of the organization (Ibid).

Kalimullah (2010) suggested that there are some decisions which are made in a routine manner. Such decisions are made based on the set procedures in the organization. Usually there are earlier cases of similar decisions for guidance in such cases. These are those decisions which are easier to make. On the other hand there are decisions for which there are no earlier decisions available to management for guidance. Such decisions are difficult to make and management is to follow one of the techniques of decision making to ensure that the correct decisions are made and also to ensure that the decision making is not delayed. However, in all the cases of decision making, it is the ability to make wise, educated decisions which is essential for the management.

Homan (2000) explains that Decision making is normally the basis of competitive advantage and value creation in the organization.  Improvement in the decision making can be the key to superior organizational performance. The quality of decision making can become the key differentiator between success and failure in the organization.

Some decisions may not have a major influence on the organizational performance while the other decisions do have a considerable influence on the performance of the organization. Some decisions may have a short time impact while other may have a long time impact. Some decisions may impact the organizational performance immediately while the other decisions may have an impact on the organizational performance after a lapse of certain time. Some decisions may impact the performance in a small way while the impact of some other decisions may be very big on the performance of the organization. Some decisions may have negative influence on the organizational performance, while the other decision can have positive influence on the performance. However, in all the cases, it is the quality of the decision which is an important factor in influencing the organizational performance (Bishop, 2009)

Badu (2008) notes that management with rational decision making style make decisions thorough search for logical evaluation of alternatives. In the case of the intuitive decision making style, management rely upon hunches and feelings for making the decisions. In the event of the dependent decision making style, management seek further advice and direction from others for making the decisions. Management while following the avoidant decision making style attempts to avoid decisions with the hope that the problem will solve itself with time. In the case of spontaneous decisions making style, management makes sudden and impulsive decisions.

Campbell et al (1999) observes that muddle strategy is generally followed during the emergency conditions and consists of incremental decision making. The focus is on crisis management or ‘putting out fires’, rather than selecting a better course of action. This usually starts with minor safety shortcuts that continue until they reach the point where the management finds that some serious mistakes have occurred. Management under such conditions usually downplays the significance of change in the situation by engaging in superficial decision making. Risk management is also not done in such situation. Hence decisions made under such strategy generally are not quality decisions.

Participatory decision making remains a central theme in business, policy and practice research. The focus of management has been to establish the positive or otherwise negative effects of management practices on performance. Participation in management (PM) has been used interchangeably to mean shared leadership, employee empowerment, employee involvement, participatory decision-making, dispersed leadership, open-book management, or industrial democracy. These coinages have come about as a result of the long quest to enhance employee contribution to management decisions so as to achieve organizational objectives and productivity. However this has become a major challenge of management in recent times. Organizations that focus on their employees tend to increase to employee satisfaction, commitment and organizational success

Decision making in many organizations are done by top management team without considering the input of the employees at the other managerial levels. In these organizations the decisions taken by top management is however implemented by the lower level of employees. Because lower management do not take part in the decision making, it sometimes becomes difficult for some of the decisions taken by top management to be implemented especially when the decisions seem not to be favorable. Somech (2003) argues that flatter management and decentralized authority structures carry the potential for achieving outcomes unattainable by the traditional top-down bureaucratic structures.

According to Klein (2017), he proposed that there are three models of the psychological effects of employee ownership. The first is the “intrinsic satisfaction model” of employee ownership which suggested that the mere fact of employee ownership increases employee’s commitment and satisfaction which leads to positive impact on productivity. The second model is the “instrumental satisfaction model” of employee ownership. By this model, employee ownership increases employee influence in decision making which turns to increase the commitment level of the employee. The last model is the “extrinsic satisfaction model” which suggests that employee ownership increases organizational commitment and productivity thus employee ownership is financially rewarding to the employee. Steinheider et al. (2002) argued that there is significant relationship between employee commitment and participation in decision making and the former is manifested in positive job attitudes.

In order to achieve effective participatory decision making by employees, managers need to approach the method of employee’s participation in decision making with an open mind. With this mechanism, even though not all suggestions or ideas will be agreed upon, it however paves way for creativity and innovation. Employees should also be willing to participate in decision making process.

Employees will only be able to make the right decisions if they have acquired the right skills and knowledge concerning those decisions to be made. Management or managers who want to practice participatory decision making must provide employees with the necessary training, information or knowledge so they can make effective and efficient decisions. It is known that employees may not participate in decision making process because they lack the necessary skills or knowledge.

# Conceptual framework

Figure 1: A conceptual framework showing a relationship between the independent and dependent variable.

**Independent variable Dependent variable**

**Decision making**

* Fulfillment of goals
* Reliable data
* Commitment for needed action
* KCCA Human Resource policy
* Employee attitude
* Government policy

**Influencing factors**

* Timely and accurate information
* Inclusiveness of relevant employees
* Implementation of laws and regulations

 Intervening variable

**Source: Adopted from Reagan (2018) and modified by the researcher**

The conceptual framework reflects two variables namely influencing factors as the independent variable and decision making as the dependent variable. In other words, it’s conceptualised that decision making depends on influencing factors. In this study, influencing factors is conceptualised by its dimensions of, timely and accurate information, inclusiveness of relevant employees implementation of laws and regulations and recognise and identify problem. All the above elements of the independent variable were assessed and their relationship with decision making. Decision making is conceptualised as fulfillment of goals, reliable data and commitment for needed action

# CHAPTER THREE

# METHODOLOGY

# Introduction

This chapter presented research methodology. It highlights research design and data collection management.

# Research design

According to Owen (1996) a research design involves identifying, describing and justifying each of the following for the study: Under this section the following are identified, and explained; research approach, research strategy research duration and research classification.

# Research approach

The research approach is important because it can be used to test the validity of the research hypothesis. In the research approach the researcher used a phenomenological approach which enables the researcher understand how respondents experience factors influencing decision making.

# Research strategy

This study relied on a case study approach since it was difficult to establish what goes on in respect to factors influencing decision making in urban authorities in Uganda. For the reason of effective access, Kampala Capital City Authority was selected. Answering the research questions would be impossible in the wide scope of the private sector.

# Research duration

The study adopted a longitudinal approach basing on two operational years (2017-2018) of Kampala Capital City Authority to gather the relevant information about the variables. The researcher carried out the study in a period of six months.

# Research classification

The study used quantitative and qualitative techniques. It involved collecting and converting data into numerical form, hence used of statistical calculations where conclusions were drawn. According to Gossa (2016) this means understanding the specific type of research to be used, it is important because it explains the purpose of carrying out the research.

# Limitations of the study

The following are the challenges and bottlenecks the researcher encountered during the study and how they were solved.

Low-response: The researcher faced a problem of non-response from the respondents about particular questions especially through interview sessions probably because they may be too busy. The researcher overcame this limitation by administering many questionnaires as possible so as to eliminate higher likelihood of low response.

Inflexible design: The survey that was used by the researcher from the very beginning, as well as the method of administering it, cannot be changed all throughout the process of data gathering. This inflexibility is viewed as a weakness of the survey method.

# Data collection and management

Data collection is a process of gathering and measuring information on variable of interest. The data was collected in a systematic way that enabled the researcher to answer stated research questions and as well to test the hypothesis and evaluate the outcome.

# Study population

According to Koffi (2002), this is the total number of respondents from which the sample size is derived. Uganda Bureau of Statistics (2016) notes that Kampala city has an estimated population of 1,557,300 people trading during day time, it is also observed that KCCA employment structure bears 1,332 employees. However, for purposes of this study, the target population of this study included among others staff. They were selected because they are expected to have accurate knowledge required in understanding of factors affecting decision making.

# Target population

The target population of this study consisted members from local government, central government and Kampala Capital City Authority because they are directly involved in issues of decision making process and these are estimated to comprise of 0.0048% of KCCA personnel that the study used as respondents, thus the target population was 75 individuals (0.0048/100\*1,557,300= 75 individuals). The focus on this segment of the population is justified with the fact these individual’s tasks and responsibilities are directly related decision making process.

# Sample size and selection method

# Sample size and determinant

Koffi (2002) states that, this is the act of choosing the number of observations or replicates to include in a statistical sample. The sample size is an important feature of any empirical study in which the goal is to make [inferences](https://en.wikipedia.org/wiki/Statistical_inference) about a [population](https://en.wikipedia.org/wiki/Statistical_population) from a sample. In this study therefore, a sample size of 63 respondents was selected for the study. It is observed that in many cases, a researcher is un-able to cover the entire population, in which case he/she takes part of the population known as a sample. He further expounds that the researcher is forced to sample in order to save money, time and other resources.

The sample size was determined using the following formula by Yamane (1967:886).

n = N

**Where**

n = Sample size

N= Population size

e = margin of error at 95% confidence level

e = Margin of error/0.05

 1 + N (e2)

n= 75

 1 + 75 (0.052)

n= 75

 1 + 75 (0.0025)

n= 63

# Sampling techniques

According to McCabe (2005), sampling techniques are important in identifying the population of interest. In this study, the following are the sampling methods that were employed

The researcher used purposive method of sampling. This method is important because it is dictated by the nature of the study which aims at getting information from specific respondents.

Convenience sampling was also used by the researcher for convenience purposes just in case the selected staffs are not available at the time of the interview.

Simple random sampling was also used. This method is important because it gave respondents equal chances of participating in the study and as such eliminating elements of bias.

# Data collection procedure

In order to collect required data from Kampala Capital City Authority, the researcher obtained an introductory letter from the Dean of School of Business Administration and Information Technology of Nkumba University. The letter was delivered to Kampala Capital City Authority to seek permission to conduct the research in their organisation. After the researcher collected data on how decision making is affected by influencing factors from respective respondents.

# Data collection sources

Primary data

The study used face to face interviews in order to save time and the primary data was collected by using structured questionnaires that was self-administered by the respondents.

Secondary data

Secondary data was collected through document reviews and other sources such as textbooks, business reports/ manuals, journals so as to get enough relevant information about the research topic.

# Data collection instruments/tools

In this study the researcher used interviews and questionnaires to collect primary data from the respondents, as well as documentary review to collect secondary data from libraries, resource centers and the internet. This enabled the researcher to capture both qualitative and quantitative data. The interviews helped the researcher to capture qualitative data through detailed discussions about the study variables, whereas the questionnaire mostly captured quantitative data particularly form the closed-ended questions.

# Self-administered questionnaire

The researcher used a semi-structured questionnaire with closed ended questions. These closed-ended questions contained predetermined alternative answers for the respondent to choose from in the process of responding to the question. The questions in the questionnaire were constructed in the simplest language possible to enable participants respond to them with ease. The questionnaire were designed in such a way that each besides the socio-demographic questions, specific questions were asked for each specific objective of the study. The questionnaire was applied to field workers and support staff in order to save time since it would consume more time to interview all of them.

A Likert scale or more accurately a Likert-type scale, is a psychometric scale commonly used in questionnaires, and was to be used in this research. When responding to a Likert questionnaire item, respondents were specifying their level of agreement or disagreement on a symmetric agrees-disagree scale for a series of statements. Thus, the scale captured the intensity of their feelings. The format of a typical five-level Likert item was : 1. strongly disagree; 2. Disagree; 3. Not sure; 4. Agree and 5. Strongly agree.

# Interview guide

Face to face interviews were conducted alongside self administered questionnaires so as to enhance response to questions generally regarded as sensitive. The researcher used structured and face to face interviews because they provided first-hand information; data was collected because it is less costly and has the ability to clarify questions. In this method, interview guides were drafted and questions were asked and then noted responses corresponding the asked questions.

# Validity and reliability of the instruments

# Validity of the instrument

A pre-test of the research instrument to establish its validity was done. The instrument was given to two experts who provided their opinions on the relevance of the questions using a 5- point scale of relevant to not relevant. It was further pre-tested by administering it to probable respondents (n=10) and test their understandability of the items. Items that were found not to be relevant were eliminated and those found not to be understood were adjusted for understandability for the final research instrument that was used.

CVI= No of items \*100

 Total Items

CVI= 60 \* 100

 63

CVI= 95.2%

The content validity ratio index was computed and obtained as 0.952 as a basis for eliminating randomness within the factors considered in the instrument. With 95.2% score the researcher remained confident that the instruments used in the study were valid for adoption and use since it is above the 0.5 or 50% recommended by Kothori (2004).

# Reliability of the instrument

Reliability is the degree to which an assessment tool produces stable and consistent results (Fraser, 2004). This is important because it enables the researcher to make conclusions of the study. Reliability of the questionnaire items was tested using the Cronbach’s alpha coefficient. Reliability of this study’s instruments was ascertained by pre-testing the questionnaires and interview guide. The researcher established the reliability of the questionnaire using reliability analysis by analysing the scale reliability of the instruments under SPSS software.

# Data processing

The collected data was edited, coded and cross checked for completeness using Ms Excel and exported to SPSS for analysis version 20.

# Data analysis

After processing, the summarized data was analysed using both descriptive statistics mainly through the relationship of the study variables.

# Access to data collection sources

In order to collect required data from Kampala Capital City Authority, the researcher obtained an introductory letter from the Dean of School of Business Administration of Nkumba University. The letter was delivered to Kampala Capital City Authority to seek permission to conduct the research in their corporation. Official acceptance was communicated to School of Business Administration by Kampala Capital City Authority. After the researcher collected data on factors influencing decision making in KCCA from the study respondents

# Ethical considerations

Ethical issues were considered during data collection, the researcher obeyed the rules and rights of the respondents. This was done so as to ensure that the rights to privacy and protection of the respondents were not infringed. Assurance of no other use of the information given apart from the study purpose was also granted. Furthermore, in relation to ethics and confidentiality in research, the researcher ensured the responsibility of ensuring that information about the subjects and their Results remained confidential and that they are used for no purpose other than the research for which was intended for

# CHAPTER FOUR

# DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

# Background information of respondents

In this section, respondents were asked to provide their background information and their responses are presented in tables below:

# Gender

Respondents were asked to identify the gender in which they belonged to. Responses are presented in table 4.1

|  |
| --- |
| Table 4.1: Gender |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Male | 27 | 45.0 | 45.0 | 45.0 |
| Female | 33 | 55.0 | 55.0 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

Source: Primary data

According to results in table 4.1, it is indicated that 27(45.0%) belonged to the male gender while the majority 33(55.0%) belonged to the female gender. This can be interpreted to mean that data was mostly collected from female participants; this means that most of the information about the study was gathered from female respondents hence the study did not suffer from gender bias.

# Age

Respondents were also asked to identify the age bracket in which they belonged to. Responses to this question are presented in table 4.2

|  |
| --- |
| Table 4.2: Age |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 20-30 | 21 | 35.0 | 35.0 | 35.0 |
| 31-40 | 27 | 45.0 | 45.0 | 80.0 |
| 41-50 | 8 | 13.3 | 13.3 | 93.3 |
| Above 50 | 4 | 6.7 | 6.7 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

Source: Primary data

As seen in table 4.2, results revealed that 27(35.0%) belonged to the age bracket between 20-30 years, another age bracket identified with a significantly high response was 21(45.0%) who belonged between 31-40 years of age. For purposes of this study, this can be interpreted to mean that these individuals are mature and have more knowledge about the factors influencing decision making in KCCA, hence assumed to provide reliable information about the study variables.

# Level of education

Respondents were asked to identify their highest level of education. Responses to this question are presented in table 4.3

|  |
| --- |
| Table 4.3: Level of education |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Certificate | 9 | 15.0 | 15.0 | 15.0 |
| Diploma | 15 | 25.0 | 25.0 | 40.0 |
| Degree | 26 | 43.3 | 43.3 | 83.3 |
| Masters | 6 | 10.0 | 10.0 | 93.3 |
| Others, specify | 4 | 6.7 | 6.7 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

Source: Primary data

According to results in table 4.3, it is indicated that 15(25.0%) had diplomas and 26(43.3%) had degrees, these categories generated high percentage responses compared to the rest and it can be interpreted to mean that the individuals had more knowledge practical about decision making in KCCA and its related factors that influence the process, hence provide reliable and relevant information about the study.

# CHAPTER FIVE

# TIMELY AND ACCURATE INFORMATION AS A WAY OF CREATING STRATEGIC SOLUTIONS

# Introduction

This chapter deals with the first objective of the study: how KCCA ensures timely and accurate information as a way of creating strategic solutions. It aims at examining the situation at KCCA with intention of establishing whether the authority has made effort to ensure that there is timely and accurate information needed to provide strategic solutions. Out of the 63 questionnaires, only 60 were filled and returned, this presented a response rate of 95.2% which is above average of 50% and this is acceptable to provide reliable data.

Information plays an important role in an organization because it guides every decision an organization makes or expects to make. Thus, information is important in the decision-making and problem-solving processes, and without the right information, organizations are bound to make mistakes in these key processes.

Part of management is gathering and distributing information, and information systems can make this process more efficient by allowing managers to communicate rapidly. Email is quick and effective, but managers can use information systems even more efficiently by storing documents in folders that they share with the employees who need the information. This type of communication lets employees collaborate in a systematic way.

Respondents were asked the following questions in relation to exploring how timely and accurate information is used as a way of strategic solution in KCCA.

# There is systematic flow of information for management of KCCA

Here the researcher sought to determine whether there is a systematic flow of information for management. The responses to the question are highlighted in table 5.1

|  |
| --- |
| Table 5.1: There is systematic flow of information for management |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Not sure | 13 | 21.7 | 21.7 | 21.7 |
| Agree | 20 | 33.3 | 33.3 | 55.0 |
| Strongly agree | 27 | 45.0 | 45.0 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

A seen in table 5.1, results indicate that 21.7% of the respondents mentioned they were not sure, 33.3% agreed while 45.0% strongly agreed respectively. Since majority of the respondents generally agreed, it means that KCCA uses this system to improve their business decision making process. Respondents stated that decisions go through a uniform and old practiced system; these decisions often relate to the amount of information business owners, directors or managers and gather in a timely period. This means that the system is designed to promote the flow of information from frontline operations to managers responsible for making business decisions.

# All employees are involved in decision making to ensure fast flow of information

Respondents were asked whether employees are involved in decision making as a way of ensuring that there is fast flow of information. Responses to the question are summarised in table 5.2

|  |
| --- |
| Table 5.2: All employees are involved in decision making to ensure fast flow of information |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 4 | 6.7 | 6.7 | 6.7 |
| Disagree | 5 | 8.3 | 8.3 | 15.0 |
| Not sure | 7 | 11.7 | 11.7 | 26.7 |
| Agree | 19 | 31.7 | 31.7 | 58.3 |
| Strongly agree | 25 | 41.7 | 41.7 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

The results in table 5.2 indicate that 6.7% of the respondents generally agreed to the statement, this was presented by 41.7% and 31.7% who strongly agreed and agreed respectively. Since this was the majority, it can be concluded to mean that employees feel empowered in taking part of strategic solution for the authority. During an interview session, one key respondent expressed that;

*“All employees are ideally allowed to take part in decision making process, however, due to large numbers of employees throughout the authority, our views and opinions through decision making process are passed on to management through appointed representatives. These representatives are usually per department, this is because not all employees can be heard or listen to at the same time”.*

This means that employees actively engage in decision making process in KCCA.

# There is collaboration of employees towards achieving project task

With the aim of determining whether there is collaboration of employees towards achieving project tasks, responses to the question are presented in table 5.3

|  |
| --- |
| Table 5.3: There is collaboration of employees towards achieving project task |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 25 | 41.7 | 41.7 | 41.7 |
| Disagree | 24 | 40.0 | 40.0 | 81.7 |
| Not sure | 2 | 3.3 | 3.3 | 85.0 |
| Agree | 6 | 10.0 | 10.0 | 95.0 |
| Strongly agree | 5 | 5.0 | 5.0 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

According to results in table 5.3, it is indicated that 41.7% of the respondents strongly disagreed, 40.0% disagreed, and this was the majority response and can be implied to mean that there is a weak sense of teamwork amongst employees at KCCA. It was revealed that the expression of open dialogue has been characterised by rising controversies between authority departments and amongst employees. The sharing of information other than reaping benefits often times exposes the weakness of employees and this to some extent reduces on collaboration in carrying out project tasks.

# KCCA has a communication strategy which helps in ensuring a standard for organisational communication

Respondents were also asked whether the authority has a communication strategy which helps in ensuring a standard for organisational communication. Responses to the question are presented in table 5.4

|  |
| --- |
| Table 5.4: KCCA has a communication strategy which helps in ensuring a standard for organisational communication |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 2 | 3.3 | 3.3 | 3.3 |
| Disagree | 3 | 5.0 | 5.0 | 8.3 |
| Not sure | 5 | 8.3 | 8.3 | 16.7 |
| Agree | 21 | 35.0 | 35.0 | 51.7 |
| Strongly agree | 29 | 48.3 | 48.3 | 100.0 |
| Total | 60 | 1000.0 | 100.0 |  |

**Source: Primary data (2019)**

The results in table 5.4 indicate that 35.0% of the respondents agreed while 48.3% strongly agreed to the statement, this was the majority response and can be interpreted to mean that KCCA has standards they uphold throughout their communication. Respondents also revealed that management trains all employees to help them remain consistent in communicationsstandards so employees know what the authority stands for and how to communicate with co-workers and clients in a variety of situations. This means that the authority has clearly written communication standards, it is often exercises in reporting which is done weekly and monthly.

# The authority uses all available forum for sharing timely information

Respondents were asked whether the authority uses all available forums for sharing timely information. Responses to this question are captured in table 5.5

|  |
| --- |
| Table 5.5: The authority uses all available forum for sharing timely information |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 16 | 26.6 | 26.6 | 26.6 |
| Disagree | 21 | 35.0 | 35.0 | 61.6 |
| Not sure | 12 | 20.0 | 20.0 | 81.6 |
| Agree | 8 | 13.3 | 13.3 | 94.9 |
| Strongly agree | 3 | 5.0 | 5.1 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 5.5, it is indicated that majority of respondents generally disagreed; this was presented by 26.6% who strongly disagreed while 35.0% disagreed to the statement respectively. This can be interpreted to mean that there are available and active forums in place for timely flow of information, but they are rarely or never used. Respondents stated that most if not all employees commonly use emails through the authority mail server or placing calls for sharing information, however, other forums like communication groups, information boxes, or meetings are not used as common communication forums for information. This means that not all forums are utilised to share information.

# The information provided is used by management to make timely decisions

Respondents were also asked whether the information provided is used by management to make timely decisions. Responses to the question are summarised in table 5.6

|  |
| --- |
| Table 5.6: The information provided is used by management to make timely decisions |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 8 | 13.3 | 13.3 | 13.3 |
| Agree | 23 | 38.3 | 38.3 | 51.7 |
| Strongly agree | 29 | 48.3 | 48.3 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 5.6, it is seen that 48.3% of the respondents strongly agreed to the statement while 38.3% agreed respectively. The results also show that there was a combined percentage of 86.6% of the respondents who generally agreed, this means that management relies on the available information to make decisions. During an interview session, one key respondent expressed that;

*“All department heads or representatives hold meetings on the first day of every week, in which pending and important issues are discussed and acted upon. There is a consistent preparing of weekly and monthly reports which has very crucial details and information, these are forwarded to management and decisions are made based on these reports, this means that failure to deliver or prepare the reports, halts decision making”.*

# There is a feedback process to ensure timely and accurate information throughout the authority

Respondents were also asked whether there is a feedback process that ensures timely and accurate information throughout the authority. Responses to the question are presented in table 5.7

|  |
| --- |
| Table 5.7: There is a feedback process to ensure timely and accurate information throughout the authority |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 5 | 8.3 | 8.3 | 8.3 |
| Disagree | 3 | 5.0 | 5.0 | 13.3 |
| Not sure | 4 | 6.7 | 6.7 | 20.0 |
| Agree | 17 | 28.3 | 28.3 | 48.3 |
| Strongly agree | 31 | 51.7 | 51.7 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

The results in table 5.7 show that majority of the respondents generally agreed to the statement, this was presented by 51.7% of the respondents who strongly agreed and 28.3% who agreed respectively. This means that the actions decided upon during decision making are communicated to the respective persons within the authority. The respondents also indicated that feedback is highly motivating and energizing in the view of most employees, this is because it has links to employee satisfaction and productivity. The feedback process makes employees feel involved and identified with the authority

# Management produces regular reports to update on current situation on a daily basis

Respondents were asked whether management produces regular reports to update on current situation on a daily basis. The responses to the question are summarised in table 5.8

|  |
| --- |
| Table 5.8: Management produces regular reports to update on current situation on a daily basis |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Not sure | 9 | 15.0 | 15.0 | 15.0 |
| Agree | 18 | 30.0 | 30.0 | 45.0 |
| Strongly agree | 33 | 55.0 | 55.0 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

The results in table 5.8 show that 55.0% of the respondents strongly agreed, 30.0% agreed to the statement respectively. Since this was the majority it can be implied to mean that management is always in the know of all affairs that take place within the authority. The department heads delegate to an assigned employee to prepare weekly reports, these reports should reflect all the crucial daily issues that occur within the authority, this also takes concern of the pending issues which are yet to be handles or managed. It was also revealed that these weekly reports are aligned with a monthly report which is provided and forwarded to the board for review.

# CHAPTER SIX

# INCLUSIVENESS OF ALL RELEVANT EMPLOYEES IN DECISION MAKING PROCESS FOR SUCCESSFUL STRATEGIC PROCESSES IN THE AUTHORITY

# Introduction

This chapter deals with the second objective of the study: how KCCA ensures inclusiveness of all relevant employees in decision making process for successful strategic processes in the authority. It aims at examining the situation at KCCA with intention of establishing whether the authority has made effort to ensure successful strategic processes.

The participation of workers in decision making processes in the company can be somewhat defined as the participation in managing changes, namely in the work that deals with the future position or future rights of workers. Preparing workers to deal with changes or changed circumstances is also the main reason for including employees into the decision making processes.

It needs to be highlighted that preparing workers to deal with changes or changed circumstances is not the only reason for including employees into the decision making processes. The importance of including workers into the decision making processes is also recognised by the European legal order which defines the purpose of workers cooperating in management processes and determines the minimal operation frameworks of the employee representatives.

Respondents were asked the following questions in relation to exploring how employee inclusiveness ensures successful strategic processes.

# Involving employees in decision making contributes to organisation success

Respondents were asked whether involving employees in decision making contributes to organisation success. Responses to the question are presented in table 6.1

|  |
| --- |
| Table 6.1: Involving employees in decision making contributes to organisation success |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 1 | 1.7 | 1.7 | 1.7 |
| Disagree | 4 | 6.7 | 6.7 | 8.3 |
| Not sure | 8 | 13.3 | 13.3 | 21.7 |
| Agree | 23 | 38.3 | 38.3 | 60.0 |
| Strongly agree | 24 | 40.0 | 40.0 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

According to results in table 6.1, it is indicated that majority of respondents that were in agreement of the statement, this was presented by 40.0% who strongly agreed and 38.3% agreed respectively. Since this was the majority it can be interpreted to mean that actively engaging workers in the decision-making process increases overall authority morale. It was revealed that KCCA has a distinct separation of power between management and workers; however, active employee involvement lowers that gap, opening the lines of communication between supervisors and employees.

# Authority encourages employee inclusiveness in decision making and gain professional stake for effective strategic performance

Respondents were also asked whether authority encourages employee inclusiveness in decision making and gain professional stake for effective strategic performance. The responses to the question are captured in table 6.2

|  |
| --- |
| Table 6.2: Authority encourages employee inclusiveness in decision making and gain professional stake for effective strategic performance |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 17 | 28.3 | 28.3 | 28.3 |
| Disagree | 19 | 31.7 | 31.7 | 60.0 |
| Not sure | 7 | 11.7 |  11.7 | 71.7 |
| Agree | 10 | 16.7 | 16.7 | 88.4 |
| Strongly agree | 7 | 11.6 | 11.6 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 6.2, the results show that 28.3% of the respondents strongly disagreed while 37.7% disagreed to the statement respectively. Since this was the majority response it can be interpreted to mean that management does not entire call upon all employees to take part in decision making process. It was showed that in some cases employees only get to find decisions made by management without prior knowledge about the development. This is because the authority is a public entity and some decisions are commonly decided upon by the government. However, 16.7% and 11.6% generally agreed that to a small extent the authority allows employee inclusiveness in decision making.

# Actively engaged workers in the decision-making process increases overall authority morale

Respondents were also asked whether actively engaged workers in the decision-making process increases overall authority morale. Responses to the question are obtained in table 6.3

|  |
| --- |
| Table 6.3: Actively engaged workers in the decision-making process increases overall authority morale |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 8 | 13.3 | 13.3 | 13.3 |
| Disagree | 5 | 8.3 | 8.3 | 21.7 |
| Not sure | 5 | 8.3 | 8.3 | 30.0 |
| Agree | 25 | 41.7 | 41.7 | 71.7 |
| Strongly agree | 17 | 28.3 | 28.3 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

The results in table 6.3 show that 28.3% of the respondents strongly agreed to the statement while 41.7% agreed respectively. This means that employees taking part in decision making shows that they are prioritised and valued in the authority; this alone can boost the work morale of the employees. During an interview session, one key respondent expressed that;

*“When our opinions are given a platform to be heard by management, we develop a sense of belonging within the authority and this to any active loyal employee will ultimately have the morale boosted. When our morale is lifted, we act 100% more committed to the authority with the aim of achieving the set goals and objectives”.*

# Employee participation in decision making increases job satisfaction and positive attitude

Respondents were asked whether employee participation in decision making increases job satisfaction and positive attitude. The responses are summarised in table 6.4

|  |
| --- |
| Table 6.4: Employee participation in decision making increases job satisfaction and positive attitude |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 7 | 11.7 | 11.7 | 11.7 |
| Agree | 19 | 31.7 | 31.7 | 43.3 |
| Strongly agree | 34 | 56.7 | 56.7 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

Results in table 6.4 indicate that 56.7% of the respondent strongly agreed while 31.7% agreed respectively to the statement. There was a combined positive percentage of 88.4% who generally agreed to the statement, since this was the majority it can be implied to mean that employees understand their ideas are an important contribution to the authority, and gives them the power to influence the outcome of their work, leading to increasedjobsatisfaction and a positiveattitude, not only toward their position but also to KCCA itself. Respondents further indicated that through participatory decision making, productivity is expected to increase since commitment by employees towards implementation of decisions to achieve enhanced productivity and overall organizational goals will be high and help reduce agitations, misconceptions and lack of commitment on the part of employees.

# Employee inclusiveness improves on workplace as a successful strategic process

Here the researcher sought to determine whether employee inclusiveness improves on workplace as a successful strategic process. Responses to the question are summarised in table 6.5

|  |
| --- |
| Table 6.5: Employee inclusiveness improves on workplace as a successful strategic process |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Not sure | 6 | 10.0 | 10.0 | 10.0 |
| Agree | 24 | 40.0 | 40.0 | 50.0 |
| Strongly agree | 30 | 50.0 | 50.0 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

According to results in table 6.5 it is indicated that a high percentage of respondents generally agreed to the statement, this was presented by 50.0% who strongly agreed and 40.0% who agreed respectively. This means that employee inclusiveness can improve on diversity in workplace. It was reported that employee inclusiveness improves workplace by bringing diverse viewpoints and perspectives to the authority; these elements help develop great new strategies for desired success through higher revenue, more innovation, better decision making, higher rates of job acceptance when you make offers to qualified candidates, and better performance.

# The expression of viewpoints opens dialogue between co-workers

Respondents were asked whether the expression of viewpoints opens dialogue between co-workers. Responses to the question are captured in table 6.6

|  |
| --- |
| Table 6.6: The expression of viewpoints opens dialogue between co-workers |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 20 | 33.3 | 33.3 | 33.3 |
| Disagree | 15 | 25.0 | 25.0 | 58.3 |
| Not sure | 2 | 3.3 | 3.3 | 61.6 |
| Agree | 13 | 21.7 | 21.7 | 83.3 |
| Strongly agree | 10 | 16.7 | 16.7 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

The results in table 6.6 show that majority of the respondents that is 33.3% and 25.0% strongly disagreed and disagreed respectively. Since this was majority it can be interpreted to mean that the difference in viewpoint amongst employees does not usually result in voice and sharing possibilities. It was indicated that there is lack of number of skills beyond talking, setting aside ego, listening without judgment that is greatly absent in majority of employees, and this is a problem. It was indicated that many employees within KCCA have alternative perspectives which is a tough ask in the end.

# Employee inclusiveness leads to increase in effectiveness, and ultimately an increase in good teamwork and performance

Respondents were also asked whether employee inclusiveness leads to increase in effectiveness, and ultimately an increase in good teamwork and performance. Responses to the question are summarised in table 6.7

|  |
| --- |
| Table 6.7: Employee inclusiveness leads to increase in effectiveness, and ultimately an increase in good teamwork and performance |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 34 | 56.7 | 56.7 | 56.7 |
| Disagree | 17 | 28.3 | 28.3 | 85.0 |
| Not sure | 2 | 3.3 | 3.3 | 88.3 |
| Agree | 3 | 5.0 | 5.0 | 93.3 |
| Strongly agree | 4 | 6.7 | 6.7 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

The results in table 6.7 show that 56.7% of the respondents strongly disagreed to the statement while 28.3% disagreed respectively. Since majority of the respondents generally disagreed, it can be implied to mean that there is poor teamwork amongst employees. It was revealed that poor teamwork leads to delayed or poor execution of project tasks, this was attributed to the fact that decisions of lower employees are not taken into serious consideration and often times lack backup or recommendation. It is usually the decisions of the top management officials that are put in consideration and this greatly hinders teamwork and effectiveness.

# Employee inclusiveness makes staff feel a stronger bond of responsibility

Here respondents were asked whether employee inclusiveness makes staff feel a stronger bond of responsibility. The results to the question are obtained in table 6.8

|  |
| --- |
| Table 6.8: Employee inclusiveness makes staff feel a stronger bond of responsibility |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 8 | 13.3 | 13.3 | 13.3 |
| Disagree | 9 | 15.0 | 15.0 | 28.3 |
| Not sure | 7 | 11.7 | 11.7 | 40.0 |
| Agree | 20 | 33.3 | 33.3 | 73.3 |
| Strongly agree | 16 | 26.7 | 26.7 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

The results in table 6.8 indicate that majority of the respondents generally agreed to the statement, this was presented by 26.7% and 33.3% who strongly agreed and agreed respectively to the statement. This means that employees feel a sense of belonging within the authority through participation in decision making. During an interview session, one key respondent stated that;

*”The interpersonal barriers that exist between individuals in the workplace often manifest themselves as a lack of diversity, respect, or inclusiveness. However, these barriers usually exist because of simple ignorance. In other words, individuals do not have a deep enough understanding of the people they work with”.*

# CHAPTER SEVEN

# THE IMPLEMENTATION OF LAWS AND REGULATIONS FOR IMPROVED CITY DEVELOPMENT

# Introduction

This chapter deals with the third objective of the study: how KCCA enables the implementation of laws and regulations for improved city development. It aims at examining the situation at KCCA with intention of establishing whether the authority has made effort in implementation of laws and regulations for improved developments.

Decision making is more than simply selecting an option from the ones you have discovered in the research step of the process. Remember, decision making begins with stating the decision that needs to be made, researching the options, selecting the one most appropriate for your needs, and implementing and evaluating the decision to ensure it is effective and appropriate.

Implementing a decision requires a step-by-step course of action, as well. It is advisable to create a framework for action, inform all stakeholders of the final decision that has been made and once a decision is made, it is vital to translate it to action in a reasonable time frame; otherwise, the entire process has been an exercise in futility.

Respondents were asked the following questions in relation to exploring how city development is improved through implementation of laws and regulations.

# There is bureaucracy in decision making process which slows city development

Respondents were asked whether there is bureaucracy in decision making process which slows city development. Responses are presented in table 7.1

|  |
| --- |
| Table 7.1: There is bureaucracy in decision making process which slows city development |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Not sure | 5 | 8.3 | 8.3 | 8.3 |
| Agree | 22 | 36.7 | 36.7 | 45.0 |
| Strongly agree | 33 | 55.0 | 55.0 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

The results in table 7.1 show that 55.0% of the respondents strongly agreed to the statement while 36.7% agreed respectively. Since this was the majority it can be implied to mean that decision making in KCCA is disseminated through absence of arbitrary exercise of power by an authoritarian. It was indicated that the recommendations or steps suggested in the decision process go through long process of red tape, this is usually due to long awaited reliable and valid information which takes time to go through the authority channels of communication. It was also revealed that different members have different ideas on city development.

# Implementation of decision making adheres to monitoring and evaluation

The respondents were also asked whether the implementation of decision making adheres to monitoring and evaluation. Responses to the question are summarised in table 7.2

|  |
| --- |
| Table 7.2: Implementation of decision making adheres to monitoring and evaluation |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 3 | 5.0 | 5.0 | 5.0 |
| Disagree | 2 | 3.3 | 3.3 | 8.3 |
| Not sure | 5 | 8.3 | 8.3 | 16.7 |
| Agree | 29 | 48.3 | 48.3 | 65.0 |
| Strongly agree | 21 | 35.0 | 35.0 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

The results in table 7.2 show that 35.0% of the respondents strongly agreed to the statement while 48.3% agreed, this shows that majority of the respondents generally agreed and can be interpreted to mean that monitoring the implementation of the decision and analyzing its results is the main way of assessing the decisive process itself. The respondents also noted that monitoring and evaluation of implemented decision provides the capacity to make decisions and implement them to increase flexibility and responsiveness of the authority’s city development programs.

# KCCA trains staff to ensure implementation of decisions

Respondents were asked whether KCCA trains staff to ensure implementation of decisions. Responses to the question are presented in table 7.3

|  |
| --- |
| Table 7.3: KCCA trains staff to ensure implementation of decisions |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 7 | 11.7 | 11.7 | 11.7 |
| Disagree | 5 | 8.3 | 8.3 | 20.0 |
| Not sure | 3 | 5.0 | 5.0 | 25.0 |
| Agree | 19 | 31.7 | 31.7 | 56.7 |
| Strongly agree | 26 | 43.3 | 43.3 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

According to results in table 7.3, it is indicated that most of the respondents generally agreed to the statement, this was represented by 43.3% who strongly agreed and 31.7% who agreed respectively. This means that KCCA ensures that the decisions passed are effectively executed through training staff who will implement the process. Respondents stated that various decisions made require different expertise to ensure that they are implemented. This is evidenced through the different projects carried out throughout the city, to ensure successful implementation at times the authority even brings in expatriates to ensure that the decisions are put into action.

# Management plays an active role in city development decisions

Respondents were also asked whether management plays an active role in city development decisions. The responses to the question are highlighted in table 7.4

|  |
| --- |
| Table 7.4: Management plays an active role in city development decisions |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Not sure | 4 | 6.7 | 6.7 | 6.7 |
| Agree | 22 | 36.7 | 36.7 | 43.3 |
| Strongly agree | 34 | 56.7 | 56.7 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 7.4, results indicate that majority of the respondents that is 56.7% strongly agreed while 36.7% agreed respectively. The results can be used to conclude that management oversees the process and steps of the development decisions made. During an interview session, one key respondent expressed that;

*”Just like decisions development decisions are gathered through collected information, management plays an active role in ensuring these decisions are passed and implemented. All the decisions and changes in what to demolish or put up are actively decided upon by all management members, however, it should be noted that some major recommendations are decided upon by employees within the authority”.*

# Both managers and staff understand the benefits of acquiring city development knowledge

Respondents were asked whether managers and staff understand the benefits of acquiring city development knowledge. Responses are obtained in table 7.5

|  |
| --- |
| Table 7.5: Both managers and staff understand the benefits of acquiring city development knowledge |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 15 | 25.0 | 25.0 | 25.0 |
| Disagree | 25 | 41.7 | 41.7 | 66.7 |
| Not sure | 8 | 13.3 | 13.3 | 80.0 |
| Agree | 7 | 11.7 | 11.7 | 91.7 |
| Strongly agree | 5 | 8.3 | 8.3 | 100.0 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

According to results in table 7.5, it is indicated that majority of the respondents that is 41.7% and 25.0% generally disagreed to the statement; this means that having city development knowledge decisions do not seem relevant and as important to most employees at KCCA. Respondents stated that to ensure smooth implementation of city development, staff are expected to have a clear understanding about the procedures and practice of law in their respective positions, however, this tends to be majorly concerned with those employees who responsibilities are directly linked to this process, which is not good.

# KCCA has a step by step course of action of implementing laws and regulations decisions

Respondents were also asked whether KCCA has a step by step course of action of implementing laws and regulations decisions. Responses to the question are presented in table 7.6

|  |
| --- |
| Table 7.6: KCCA has a step by step course of action of implementing laws and regulations decisions |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 4 | 6.7 | 6.7 | 6.7 |
| Disagree | 3 | 5.0 | 5.0 | 5.0 |
| Not sure | 2 | 3.3 | 3.3 | 3.3 |
| Agree | 22 | 36.7 | 36.7 | 36.7 |
| Strongly agree | 29 | 48.3 | 48.3 | 48.3 |
| Total | 60 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

The results in table 7.6 show that majority of the respondents generally agreed to the statement, this was presented by 48.3% who strongly agreed while 36.7% agreed respectively. This means that the authority understands the tools of decision making to becoming comfortable with the list of rules that frame the selection process. It was noted that KCCA has an active framework for action, which informs all stakeholders of the final decision that have been made and ready to be executed.

# Hypothesis testing

Ho: There is no significant relationship between decision making and performance of KCCA; Hi: There is a significant relationship between decision making and performance of KCCA

In this study, to facilitate the testing of the hypothesis of the study, the researcher used correlation analysis to test the implied hypothesis that there is no significant relationship between decision making and performance of KCCA. The results of the test are shown in the tables below.

|  |
| --- |
| Table 7.7: Correlations |
|  | Influencing factors | Decision making |
| Influencing factors | Pearson Correlation | 1 | .771\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 60 | 60 |
| Decision making | Pearson Correlation | .771\*\* | 1 |
| Sig. (2-tailed) | .000 |  |
| N | 60 | 60 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

According to results in table 7.7, the hypothesis was subjected to Pearson correlation and it yielded results indicated by (r (60) = .771, P<0.01), this meant that there is a significant correlation between influencing factors and decision making. This was further interpreted to mean that there is a statistically significant relationship between elements of the independent variable and dependent variable.

In addition, the same hypothesis was subjected to a regression matrix ANOVA test, which yielded a linear relationship presented by (F (59) =84.931, P<0.01)

|  |
| --- |
| Table 7.8: ANOVAa |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 55.618 | 1 | 55.618 | 84.931 | .000b |
| Residual | 37.982 | 58 | .655 |  |  |
| Total | 93.600 | 59 |  |  |  |
| a. Dependent Variable: Decision making |
| b. Predictors: (Constant), Influencing factors |

From the ANOVA statistics in table 7.8, the processed data, which is the population parameters, had a significance level of 0.01 which shows that the data is ideal for making conclusion on the population’s parameter as the value of significance (p-value) is less than 0.05. This is an indication that influencing factors significantly facilitate decision making in KCCA.

|  |
| --- |
| Table 7.9: Coefficientsa |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | -1.009 | .575 |  | -1.756 | .084 |
| Influencing factors | 1.230 | .134 | .771 | 9.216 | .000 |
| a. Dependent Variable: Decision making |

The test revealed that influencing factors facilitate decision making in KCCA, this is because the test yielded a significant relationship between the two study variables, this is shown by the Beta value which is positive presented by (p= .771, P<0.01).

In conclusion, it can be interpreted that KCCA decision making process is significantly affected by major influencing factors such as employee inclusiveness in the decision making process.

# CHAPTER EIGHT

# TOWARDS HARMONISING INFLUENCING FACTORS OF DECISION MAKING IN KCCA

# Introduction

This chapter sets out to link study findings to the literature review by discussing the findings in relationship with literature review, and then suggest a way forward. Implications are, deduced, from the findings, discussed and interpreted basing on the research hypotheses of the study.

# Timely and accurate information as a way of creating strategic solutions

On the question of how KCCA ensures timely and accurate information as a way of creating strategic solutions, the results indicate that 33.3% agreed while 45.0% strongly agreed respectively to the statement that there is systematic flow of information for management, it was also showed that majority of the respondents (41.7% and 31.7%) generally agreed to the statement that all employees are involved in decision making to ensure fast flow of information. Results further revealed that 41.7% of the respondents strongly disagreed, and 40.0% disagreed to the statement that there is collaboration of employees towards achieving project tasks. The results also indicate that 35.0% of the respondents agreed while 48.3% strongly agreed to the statement that KCCA has a communication strategy which helps in ensuring a standard for organisational communication. It is indicated that majority of respondents generally disagreed, this was presented by 26.6% who strongly disagreed while 35.0% disagreed to the statement that the authority uses all available forum for sharing timely information. The results also show that there was a combined percentage of 86.6% of the respondents who generally agreed to the statement that the information provided is used by management to make timely decisions. Majority of the respondents presented by 51.7% strongly agreed and 28.3% who agreed respectively that there is a feedback process to ensure timely and accurate information throughout the authority.

In regard to the results, Garry (2008) explains that execution is the result of thousands of decisions made every day by employees acting according to the information they have and their own self-interest. He further identified four fundamental building blocks executives can use to influence those actions clarifying decision rights, designing information flows, aligning motivators, and making changes to structure. (For simplicity’s sake he refers to them as decision rights, information, motivators, and structure.)

Karla (2014) asserts that in efforts to improve performance, most organizations go right to structural measures because moving lines around the org chart seems the most obvious solution and the changes are visible and concrete. Such steps generally reap some short-term efficiency quickly, but in so doing address only the symptoms of dysfunction, not its root causes. Several years later, companies usually end up in the same place they started. Structural change can and should be part of the path to improved execution, but it’s best to think of it as the capstone, not the cornerstone, of any organizational transformation. In fact, our research shows that actions having to do with decision rights and information are far more important about twice as effective as improvements made to the other two building blocks.

Martin (2003) adds that blurring of decision rights tends to occur as a company matures. Young organizations are generally too busy getting things done to define roles and responsibilities clearly at the outset. And why should they? In a small company, it’s not so difficult to know what other people are up to. So for a time, things work out well enough. As the company grows, however, executives come and go, bringing in with them and taking away different expectations, and over time the approval process gets ever more convoluted and murky. It becomes increasingly unclear where one person’s accountability begins and another’s ends.

One global consumer-durables company found this out the hard way. It was so rife with people making competing and conflicting decisions that it was hard to find anyone below the CEO who felt truly accountable for profitability. Decisions made by divisional and geographic leaders were routinely overridden by functional leaders. Overhead costs began to mount as the divisions added staff to help them create bulletproof cases to challenge corporate decisions (Ibid).

Whether someone is second-guessing depends on your vantage point. A more senior and broader enterprise perspective can add value to a decision, but managers up the line may not be adding incremental value; instead, they may be stalling progress by redoing their subordinates’ jobs while, in effect, shirking their own (Powers, 2011).

When information does not flow horizontally across different parts of the company, units behave like silos, forfeiting economies of scale and the transfer of best practices. Moreover, the organization as a whole loses the opportunity to develop a cadre of up-and-coming managers well versed in all aspects of the company’s operations (Neilson, 2012).

In recommendation, the study suggests that the stakeholders need further help in understanding the benefits of employees’ participation in management for the employees and for the company.

# Inclusiveness of all relevant employees in decision making process for successful strategic processes in the authority

On the question of how KCCA ensures inclusiveness of all relevant employees in decision making process for successful strategic processes in the authority, results indicated that majority of respondents that were in agreement of the statement, this was presented by 40.0% who strongly agreed and 38.3% agreed respectively that involving employees in decision making contributes to organisation success. The results show that 28.3% of the respondents strongly disagreed while 37.7% disagreed to the statement respectively that authority encourages employee inclusiveness in decision making and gain professional stake for effective strategic performance. The results show that 28.3% of the respondents strongly agreed to the statement while 41.7% agreed respectively that actively engaged workers in the decision-making process increases overall authority morale. There was a combined positive percentage of 88.4% who generally agreed to the statement that employee participation in decision making increases job satisfaction and positive attitude. It is indicated that a high percentage of respondents generally agreed to the statement that employee inclusiveness improves on workplace as a successful strategic process. The results show that majority of the respondents that is 33.3% and 25.0% strongly disagreed and disagreed respectively that the expression of viewpoints opens dialogue between co-workers.

In view of the above results, there is a line of logic which supports the view that an organization will benefit from the collaboration between managers and employees. Scholars have long argued that there is a close link between organizational effectiveness and individual effectiveness (Vollrath et al., 2008). This implies that in order to achieve organizational goals, managers must treat their employees fairly.

In the hierarchy of needs, employee involvement in organizational decision-making finds an adequate place. It might be expected that being involved in decision-making will be challenging for many employees and that at the same time it might increase their motivation (Ladd &Marshall 2004). According to Harber, Marriot and Idrus (1991), for instance, employee participation is now considered a key element in the successful implementation of new management strategies and plays an important role in determining the degree of job satisfaction commitment of the employee as well as their motivation.

The major problem for employee involvement in decision making is resistance to change by management (Bratton and Gold 2003). Managers create an organizational culture that reflects their own philosophies and styles of management and reinforce their strategies and control. Employee involvement in decision making poses threat to the more autocratic manager. Evidence provided by Rendal (1986) suggests, however, that many managers tend to resist participation because it is contrary to their habit-formed ways of thinking and behaving. In addition, failure to respond to employee commendations is an example that reduces employee involvement in decision making.

If management does not acknowledge employees endorsements, employees rapidly conclude that management has no interest in their ideas. Many researchers have taken a more universal approach to studying employees’ involvement in decision making, arguing that participative decision making requires a certain context over and beyond a set of programs or techniques.

Wagner (1994) argued that, without the redesign of work, employee involvement efforts can even have a negative effect. Participative approach such as delegation gave mixed results, especially in public organizations. In contrast, participative decision making that gives employees the opportunity to make substantive changes in their work is a tool for large-scale organizational change, (Bratton and Gold, 2003).

In recommendation, the study suggests that management could win the commitment of many employees and got their job done properly by not treating individual employees in isolation, but be involved in matters concerning them and the authority.

# The implementation of laws and regulations for improved city development

On this question, the results revealed that 55.0% of the respondents strongly agreed to the statement while 36.7% agreed respectively that there is bureaucracy in decision making process which slows city development. The results showed that 35.0% of the respondents strongly agreed to the statement while 48.3% agreed that implementation of decision making adhere to monitoring and evaluation. It is indicated that most of the respondents generally agreed to the statement, this was represented by 43.3% who strongly agreed and 31.7% who agreed respectively that KCCA trains staff to ensure implementation of decisions. Results indicate that majority of the respondents that is 56.7% strongly agreed while 36.7% agreed respectively that management plays an active role in city development decisions. It is indicated that majority of the respondents that is 41.7% and 25.0% generally disagreed to the statement that both managers and staff understand the benefits of acquiring city development knowledge. The results showed that majority of the respondents generally agreed to the statement, this was presented by 48.3% who strongly agreed while 36.7% agreed respectively that KCCA has a step by step course of action of implementing laws and regulations decisions.

The roles and functions have some similarities to the private sector model of corporate governance, but in many ways the board’s role and function are substantially different for regulators (Uhrig, 2003). Depending on the nature of the institutional and legislative arrangements, the responsible minister has potential to exert more power than a shareholder over a company. The minister is responsible for many matters which a board would decide in the private sector, such as setting objectives and underlying policies. Public entities often have complex functions, delivering activities on behalf of government and multiple types of stakeholders. The broader accountabilities of regulators – to their responsible minister, to the legislature and to the community more broadly – are key differences to private sector companies

Where a multi-member decision-making body is chosen, a further consideration is the appropriate role for the body. In some cases, the multi-member body will be able to adequately make all the substantial regulatory decisions itself. Alternatively, decisions could be divided among decision-making body members (or sub-committees) with particular jurisdictions or specialist expertise, where collegiate decision making is not required. Here the relevant expertise can be leveraged upon through a formal institutional mechanism for technical decisions.

One issue is the potential for confusion between the role of the governing body as a decision-making structure and as a body representing the interests of stakeholders. Even where there is a consultation or nomination process through the relevant sector, the appointee’s role on a regulator’s governing body is to bring his or her particular expertise to the governance of the organisation, not to represent the interests of the sector (Pagliari, 2012).

There is also a risk that members of the governing body, once appointed, may perceive their role as representatives of a group they may have an interest in, rather than independently providing expertise for the governance of the organisation. This risk will be even greater if the regulator has an “industry development” objective. For these reasons, where regulators have a need for representative advice, this is better addressed through the formal establishment of advisory or consultative committees, either on an on-going or ad hoc basis

In recommendation, the study suggests that stakeholders need to tackle basic questions regarding the establishment of legal framework for employees’ participation in management.

# CHAPTER NINE

# SUMMARY AND CONCLUSION

# Introduction

This chapter comprises of summary of findings and conclusion of the study according to the study objectives. The conclusions are on a basis to the findings and relates to advice and the interventions that the researcher feels should be bought to the attention of KCCA to improve on decision making. The study ends by presenting the areas that the researcher considers vital for further studies

# Summary of findings

# Timely and accurate information as a way of creating strategic solutions

The findings under this objective revealed that decisions go through a uniform and old practiced system; these decisions often relate to the amount of information business owners, directors or managers and gather in a timely period. It was also indicated that employees feel empowered in taking part of strategic solution for the authority. It was revealed that the expression of open dialogue has been characterised by rising controversies between authority departments and amongst employees. Furthermore, management trains all employees to help them remain consistent in communicationsstandards so employees know what the authority stands for and how to communicate with co-workers and clients in a variety of situations. The results revealed that indicated that feedback is highly motivating and energizing in the view of most employees, this is because it has links to employee satisfaction and productivity. Findings also showed that the department heads delegate to an assigned employee to prepare weekly reports, these reports should reflect all the crucial daily issues that occur within the authority.

# Inclusiveness of all relevant employees in decision making process for successful strategic processes in the authority

Under this chapter, the findings revealed that KCCA has a distinct separation of power between management and workers; however, active employee involvement lowers that gap. It was showed that in some cases employees only get to find decisions made by management without prior knowledge about the development. Results showed that through participatory decision making, productivity is expected to increase since commitment by employees towards implementation of decisions to achieve enhanced productivity and overall organizational goals will be high and help reduce agitations. It was reported that employee inclusiveness improves workplace by bringing diverse viewpoints and perspectives to the authority; these elements help develop great new strategies for desired success. It was indicated that there is lack of number of skills beyond talking, setting aside ego, listening without judgment that is greatly absent in majority of employees, and this is a problem. In addition, it was also established that It is usually the decisions of the top management officials that are put in consideration and this greatly hinders teamwork and effectiveness.

# The implementation of laws and regulations for improved city development

The results under the third objective indicated that the recommendations or steps suggested in the decision process go through long process of red tape. It was also showed that monitoring and evaluation of implemented decision provides the capacity to make decisions and implement them to increase flexibility and responsiveness of the authority’s city development programs. Respondents stated that various decisions made require different expertise to ensure that they are implemented. Results showed that to ensure smooth implementation of city development, staff are expected to have a clear understanding about the procedures and practice of law in their respective positions. It was noted that KCCA has an active framework for action, which informs all stakeholders of the final decision that have been made and ready to be executed.

# Conclusion

This study established that employee voice is the key element of the information factor in the employee involvement in decision making on organizational citizenship behavior. Organizations should allow different voices to: know individuals who are dissatisfied in the organization; contribute to management decision making primarily with efficiency and productivity improvement; and create a mutuality of interest in the form of an employee-employer partnership aimed at securing long term viability.

This study established that employee participation is the key element of the power factor in the employee involvement in decision making on organizational citizenship behavior. This is because employee participation plays an important role in determining the degree of job satisfaction. This in turn, increases the commitment of the employee as well as their motivation. Participation is a mental and emotional reflection that leads to the fulfillment of individual and organizational goals, especially if supported by the organization’s climate. Hence, fundamental factors in the success or failure of any organization is the influence of its people, and how well that influence is mobilized and concentrated towards meeting the organization’s objectives.

The relationship between supervisor and subordinate determine the nature of the exchange in terms of mutual trust, support and loyalty between them. Hence, managers should promote role clarity and employee well-being. Managers also should practice servant leadership because they have moral responsibility to serve both the needs of the organization in terms of nurturing, defending, and empowering the employees. Therefore, the study concluded that through the high quality of Leader-Member Exchange relationship motivates employees to engage in organizational citizenship behavior by increasing their sense of responsibility, desire to reciprocate, and trust in the organization.

**Recommendation**

In recommendation, the study suggests that stakeholders need to tackle basic questions regarding the establishment of legal framework for employees’ participation in management.

The study suggests that management could win commitment of many employees and got their job done properly by not treating individual employees in isolation

The study suggests that the stake holders need further help in understanding the benefits of employees’ participation in decision making

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# APPENDICES

# APPENDIX A: SELF ADMINISTERED QUESTIONNAIRE

Dear respondent,

You are kindly requested to fill in the following questions to enable the researcher accomplish the study about **the factors influencing decision making in urban authorities in Uganda. It bases on a case study of Kampala Capital City Authority,** leading to the award of a Degree of Master of Business Administration of Nkumba University. Therefore the study is an academic work and thus the information given will confidentially be used for that purpose. You are kindly requested to give your own views, as no response is wrong, you may not disclose your name**.**

**SECTION A**

**BACKGROUND INFORMATION**

1. Gender

|  |  |
| --- | --- |
| Male | Female |
|  |  |

2. Age (in years)

|  |  |  |  |
| --- | --- | --- | --- |
| 20-30 | 31-40 | 41-50 | Above 50 |
|  |  |  |  |

3. Period of service at Kampala Capital City Authority (in years)

|  |  |  |  |
| --- | --- | --- | --- |
| Below 2 years | 2 - 5  | 6-10  | Above 10  |
|  |  |  |  |

1. Highest level of education

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Certificate | Diploma | Bachelor’s degree | Master’s degree | If others, specify |
|  |  |  |  |  |

For section B, C, D, and E read the statement provided and indicate your most honest level of agreement to the statement using the scale of 1-5 where;

1=Strongly Disagree

2=Disagree

3= Neutral

4= Agree

5= Strongly Agree

**SECTION B: Timely and accurate information as a way of creating strategic solutions**

|  |  |  |
| --- | --- | --- |
| No. | Statement | Scale  |
| 1 | There is systematic flow of information for management  | 1 | 2 | 3 | 4 | 5 |
| 2 | All employees are involved in decision making to ensure fast flow of information | 1 | 2 | 3 | 4 | 5 |
| 3 | There is collaboration of employees towards achieving project task | 1 | 2 | 3 | 4 | 5 |
| 4 | KCCA has a communication strategy which helps in ensuring a standard for organisational communication | 1 | 2 | 3 | 4 | 5 |
| 5 | The authority uses all available forum for sharing timely information | 1 | 2 | 3 | 4 | 5 |
| 6 | The information provided is used by management to make timely decisions | 1 | 2 | 3 | 4 | 5 |
| 7 | There is a feedback process to ensure timely and accurate information throughout the authority | 1 | 2 | 3 | 4 | 5 |
| 8 | Management produces regular reports to update on current situation on a daily basis | 1 | 2 | 3 | 4 | 5 |

**SECTION C: Inclusiveness of all relevant employees in decision making process for successful strategic processes in the authority**

|  |  |  |
| --- | --- | --- |
| No. | Statement | Scale  |
| 1 | Involving employees in decision making contributes to organisation success | 1 | 2 | 3 | 4 | 5 |
| 2 | Authority encourages employee inclusiveness in decision making and gain professional stake for effective strategic performance | 1 | 2 | 3 | 4 | 5 |
| 3 | Actively engaging workers in the decision-making process increases overall authority morale. | 1 | 2 | 3 | 4 | 5 |
| 4 | Employee participation in decision making increases job satisfaction and positive attitude | 1 | 2 | 3 | 4 | 5 |
| 5 | Employee inclusiveness improves on workplace as a successful strategic process  | 1 | 2 | 3 | 4 | 5 |
| 6 | The expression of viewpoints opens dialogue between co-workers | 1 | 2 | 3 | 4 | 5 |
| 7 | Employee inclusiveness leads to increase in effectiveness, and ultimately an increase in good teamwork and performance. | 1 | 2 | 3 | 4 | 5 |
| 8 | Employee inclusiveness makes staff feel a stronger bond of responsibility  | 1 | 2 | 3 | 4 | 5 |

**SECTION D: The implementation of laws and regulations for improved city development**

|  |  |  |
| --- | --- | --- |
| No. | Statement | Scale  |
| 1 | There is bureaucracy in decision making process which slows city development | 1 | 2 | 3 | 4 | 5 |
| 2 | Implementation of decision adheres to monitoring and evaluation | 1 | 2 | 3 | 4 | 5 |
| 3 | KCCA trains staff to ensure implementation of decisions | 1 | 2 | 3 | 4 | 5 |
| 4 | Management plays an active role in city development decisions | 1 | 2 | 3 | 4 | 5 |
| 5 | Both managers and staff understand the benefits of acquiring city development knowledge | 1 | 2 | 3 | 4 | 5 |
| 6 | KCCA has a step by step course of action of implementing laws and regulations decisions | 1 | 2 | 3 | 4 | 5 |