

Employee Welfare and Service Delivery in Local Governments in Uganda

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Abstract

This study examines the influence of employee welfare on service delivery. The objectives of the study are to; establish the influence of social welfare, effect of work life balance on service delivery, assess the relationship between economic welfare on service delivery. The study adopted a cross-sectional research design and gathered qualitative and quantitative data. Results revealed that employee welfare was significantly correlated to service delivery. Social welfare, work life balance positive associative significant relationships however, economic welfare had no associative relationship to service delivery as follows; social welfare and service delivery ($r=0.543^{**}$; $p=0.000$); work life balance and service delivery ($r=0.461^{**}$; $p=0.000$); economic welfare and service delivery ($r=0.210$; $P= 0.076$). In conclusion only two aspects of employee welfare are predictors of service delivery. It can be concluded that a conducive work environment with proper air conditioning and enough work space is still lacking and employees are overloaded with work due to under staffing. The study recommends an increment in the budget to accommodate employee welfare to provide social welfare, work life balance and economic welfare services that is glaringly lacking in Masaka city council.

Key words: Employee welfare, Service delivery, Local Government, Uganda

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INTRODUCTION

Oketcho (2024) traces the background of serviced delivery to Medieval England through to the ancient Athens where politicians were responsible for effective public services. Leaders were held accountable to the people, and service delivery effectiveness was a hallmark of accountability. Countries like Uganda still face challenges in delivering services to their populations.

Reddick and Demir (2024) argue that service delivery refers to how government fulfills its responsibilities to its citizens by providing various public services including education, healthcare, law enforcement, and administrative services among others. To be effective, service delivery must be efficient, reliable, and accessibly meet citizens' needs and expectations.

Kayode, Adagba and Anyio (2013) explained that service delivery is offered through tangibles (goods) and intangible (core services, ideas and other none core services) provided by the government in order to improve the wellbeing of the citizens and that service delivery reflects the relational experience between policy makers, service providers and poor people. Kayode et al (2013) further note that service delivery encompasses core and noncore services including social services (primary education and basic health services), infrastructure (water, sanitation, roads and bridges).

In the Local Government Act (2005) , service delivery is defined as a way of providing services to the local people. The Local Government Act empowers the government to estimate the available resources and develop a way of extending them to the people they serve. Local Governments, both in developed and developing world perceive service delivery as a challenging task to achieve (Aggrey, 2016). The challenge of service delivery is surrounded by several factors but nobody knows precisely what exactly explains it. Factors like inadequate funding, employee welfare; understaffing and political influence could explain some of the reasons behind this.

City Councils in Uganda face major deficiencies in service delivery (Oketcho 2024). The elevation of Masaka to city status brought hope that Masaka city would become regional development hub, for job creation and improved social services. Kibirige et al., (2023) conducted a survey and found that the proportion of Ugandans who seek selected public services is on the decline and that many of those who make contact find it difficult to obtain the needed services or have to pay a bribe to do so. As a new city Masaka faces challenges in services delivery that raises questions about how the city can thrive in an environment where citizen contact with public services is declining while difficulties and bribery continue unabated.

According to Kibirige et al. (2023), fewer than half of citizens are satisfied with the way districts or city councils handle key tasks, including efficient management of local markets (45%), local roads (42%), government-owned health centres (41%), and land use (36%). In 2021, the residents of Masaka city demonstrated over uncollected garbage (The Independent 2021). The Auditor General (AG)'s report (2022) indicates that Masaka city failed to absorb funds that made health centres not be upgraded and rehabilitated affecting service delivery in the health sector, vehicles were not purchased and new staff were not recruited affecting the students and pupils due to a high teacher to learner ratio.

The cause of the discrepancy in service delivery is not clear. Although the Public service in Uganda caters for the welfare of public employees, it is not clear how employee welfare in terms of social welfare, economic welfare and work life balance affect service delivery in City Councils. Therefore, this study intends to investigate the gap between employee welfare in regard to service delivery at Masaka City Council.

Objectives of the study.

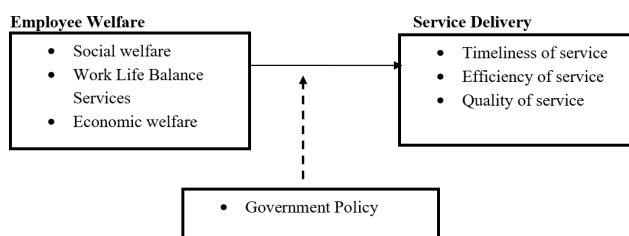
The primary objective of the study is to examine the influence of employee welfare on service delivery in local governments in Uganda, a case of Masaka City Council (MCC)

Specific Objectives of the study

- To establish the relationship between social welfare and service delivery by at Masaka City Council.
- To examine the relationship between work life balance and service delivery by Masaka City Council.
- To assess the relationship between economic welfare and service delivery by Masaka City Council.

The framework below presents the relationship between the variables employee welfare and service delivery.

Figure 1: The relationship between Employee Welfare and Service Delivery



Source: Adopted and modified from Kemboi, Kiprono, Kiptanui & Jeptoo (2013)

According to Kemboi, Kiprono, Kiptanui & Jeptoo (2013) different forms of employee welfares such as social welfare, work life balance and economic welfare directly affect the timeliness, efficiency and quality of service. The conceptual framework above illustrates employee welfare services as the independent variable with three indicators namely;

Social welfare services, work life balance, Economic welfare (staff allowance employee and promotion), all conceptualized to have effects on the dependent variable which is level of service delivery which is measured in terms of timeliness, efficiency of services and quality of services. However, the results might be confounded by government policy, organization policy as well as ethics and integrity as intervening variables.

LITERATURE REVIEW

Employee welfare concerns itself with working conditions, health, industrial relations and insurance against disease, accident and unemployment for the workers and their families (Mishra and Manju, 2007). Mwesije (2015), defined employee welfare as the benefits that an employee must receive from their company, like allowances, housing, transportation, medical, insurance, food and even conducive infrastructure. Labor welfare is a set all those activities which are geared towards providing the employees with certain facilities and services beyond wages or salaries (ILO, 2016).

Priti (2009) argues that the provision of welfare facilities is not only beneficial to workers but also to employers in several ways towards achieving such health service and service delivery. For instance, the provision of health facilities helps in increasing the employee productivity by improving their physical and psychological health. According to Thomason and Williams (2020) work life balance is changing with managers having the discretion of quality over quantity of work. They prefer creative ideas that emerge after a midday hike or meditation session, rather than putting in face time at the office.

Theoretical Review

The study was anchored two theories the Theory of Human Services Delivery and the functional Theory.

Theory of Human Services Delivery

The theory of human service delivery was first proposed by Sauber in the 1960s and modified by other scholars as the field evolved. The key assumption of the theory is built on the idea that individuals are not simply reactive to their environment but are active participants. Therefore an understanding of how individuals work within systems for provision of services delivery is important (Thompson, 2000). The theory requires an understanding of how humans support systems to deliver services (Reader, 2017). According to Alam & Robb (2009), the term human service is sometimes used interchangeably to refer to public service, social service, or community services. Understanding the quality offered by any service system can be difficult because services are evaluated in part based on subjective standards. According to Thompson (2000), theorists try to figure out how to create the greatest system for the best services. Many theorists of human service delivery emphasize the need of an internal philosophy for organizations. Reader (2017) is of the view that a vision must be communicated to the service recipients in order to inspire those providing services to provide services within the vision. People will be better equipped to handle a variety of issues and defend their work if they know the big picture that needs to be achieved (Reader, 2017). The theory addresses the people aspect of service delivery, implying that services are meant for people and therefore the vision must be to meet the needs of people in the community. Service providers must therefore be motivated to do their best to deliver services as per the community needs, this is often affected by the welfare needs of the service providers.

The Functional Theory

The functional theory of labor welfare, also known as efficiency theory posits that welfare work is a way of securing, preserving and developing the efficiency and productivity of labor (Shekhar, 2013). The theory states that if an employer takes good care of his work force, they

tend to be more efficient by improving production that consequently affect service delivery. Shekhar (2013) stated that programs for shelter, education, training, provision of balanced diet and family planning measures are important for labour welfare as they increase the efficiency of workers in underdeveloped countries. This theory states that satisfied worker is the most efficient. Employee welfare is a means to keep industrial workers content so they may work effectively. This theory suggests that welfare can be used as a means of keeping hold of, preserving and developing the efficiency and productivity of labour.

According to this theory, the employer has an obligation or duty towards its employees to look after their welfare (Luthans, 2012). The theory is helpful in understanding the characteristics of labour force as reflected on the contemporary support for labour and it worked well if the employer and employees have the same goal of achieving higher production through better welfare. This theory supports variable on employee satisfaction by saying that an organization benefits in securing, preserving, and developing the efficiency and achieving high productivity and service delivery.

Empirical work on Social Welfare and Service Delivery

Social welfare can be defined as the group of assistance programs designed to ensure the wellbeing of the employees. In others words they are programs aimed at providing quality care to the employees (Keitany, 2014). A social welfare system aims at providing assistance to needy individuals and families of the employees so as to motivate them increase their productivity thus in return enhancing quality of service delivered in the organization (Keitany, 2014). The types and amount of welfare available to individuals and families vary depending on the organization (Coleman & Rebach, 2001).

DiNitto (2005) argues that social welfare systems involves assistance to individuals and families through programs such as health care, food stamps, unemployment compensation, housing assistance and child care assistance, sick and maternity leaves, sanitary facilities, meals at the work place, health insurance and safety procedures. Ahmed (2020) on the other hand argues that social wellness is about building and developing a sense of connection with friends, family, and co-workers, who act as a support system and share a common purpose. It is about relating to the feelings of others and build relationships based on trust and mutual respect. Social connections help combat stress and depression to facilitate a healthy life for employees and therefore aides service delivery in the long run.

Many scholars argue that there exists a relationship between social welfare programs and service delivery. Pinder, Mathew (2011) argues that social welfare measures serve as oxygen for motivation of the workers and increasing the effectiveness of the workforce. Historically social welfare services were meant to reduce absenteeism and time off due to illness. However, today they have taken a broader scope and they include almost all aspects that relate to an employee's wellness and personal development in the work place (Manzini and Gwandure, 2011). Logically, the provision of social welfare schemes is to create an efficient, healthy, loyal and satisfied labor force for the organization thus enhancing service delivery. The purpose of providing such facilities is to make their work life better and also to raise their standard of living. Manzini and Gwandure (2011), argues that, social welfare services can be used to secure the labour force by providing proper human conditions of work and living through minimizing the hazardous effect on the life of the workers and their family members. Further, welfare facilities help in raising employees' standards of living.

The success of employee welfare activities depends on the approach which has been taken to account in providing such activities to employees and welfare policy should be guided by idealistic morale and human value and such services include the provision of medical facilities, sanitary and the accommodation of workers employed, amenities and

industrial social security measures, training and education facilities, HIV and AIDS risk reduction and counseling services (Harika, 2010).

Morwabe (2009), argues that employee welfare includes work environment that comprise of issues such as the working hours, employment policy, workers' health and welfare, workplace design and the general conduct of workers at the workplace. Employee welfare activities in both developed and developing society have an impact not only on the workforce but also on the facets of human resources (Manju and Mishra, 2007). These services may be provided by the government, trade unions and non-governmental agencies (Ankita, 2010).

Organizations should run a variety of social welfare programs designed to provide the employees with the resources they need to survive. Different social welfare programs provide different types of benefits to the employees thus improving their standards of living and reducing stress at work, a factor which enhances timely delivery of services to the clients (Keitany, 2014).

George & Wilding (2013), notes that within each organization, social welfare systems may go by different names, but they often serve similar functions. This can cause confusion when attempting to compare one organization's program to another. Additionally, the requirements to qualify also vary, depending on the organizations capacity. This allows for adjustments based on items such as cost of living that are not standardized across the country.

Stern & Axinn (2012) argues that benefits around health and nutrition can include access to affordable medical care, food and nutrition programs may supply funds, often referred to as food stamps, to provide easier access to food in general. Additional nutritional assistance through the Women, Infants and Children (WIC) program provides food-specific benefits to ensure pregnant women their young children have access to healthy food options to promote growth and development. Additionally, pension schemes should be provided to the employees so as to enhance their performance as well as service delivery.

Empirical framework on Work life balance and Service delivery

Balancing between work engagements and attending to personal matters, such as family, private business, vacationing has remained a major difficulty amongst many professionals (Agufana, 2015). Increasing responsibilities at workplace and desire to lead a decent and comfortable life has become a complex balancing order amongst many professional today (Njoroge, 2014).

Realizing that working is the surest way to eke a living, many professionals are prioritizing work engagements, even doing multiple jobs a day just to survive and raise enough income to sustain their needs and that of their families (Kamau et al. 2013). On the other hand, huge commitment towards personal affairs and less concentration in professional life has emerged as concern for modern professionals who are unable to embrace proper work life balance (Njoroge, 2014).

Achieving effective service delivery at workplace requires proper work culture that consistently pushes for a balance between work engagements and personal obligations. Whereas in most cases successful people get absorbed in their careers, it's important to also consider allocating sufficient time outside work to focus on family and the community at large (Kithaka, 2015). Employees have other responsibilities away from their jobs which include family and personal life. Establishing a human resource framework that integrates balance in work and life commitment has remained a pecking order for both employees and employers (Njoroge, 2014).

A comfortable state of equilibrium should be achieved between an employee's primary roles in their employment position and their private lifestyle (Pattu, Subrahmanyam & Ravichandra, 2013). An employee

should enjoy a satisfying personal life outside the work environment. Work-life-balance can be best understood by first defining each of the three words separately. The workplace environment is regarded as the primary center employees advance their social life styles as they perform duties assigned to them in the workplace (Schmidt-Catran & Spies, 2016). Thus, the workplace social factors, such as the organization culture form important determinants of employee-to-employee relations and interactions and the overall work relations. Employee's welfare should be prioritized in the workplace, as a valuable mechanism of enhancing a strong positive work environment social fabric (Nika, 2016).

Evidently, creating a favorable and attractive work environment is an element of employee's welfare that wields substantial influence and effects to the service delivery of an organization. Weldon and Muathe (2014), view the principal purpose of employee welfare programs in an organization as the provision of a positive return on investment by reducing absenteeism and the creation of a healthier workforce. The duo therefore links employee welfare to service delivery.

Nika (2016), suggests that well catered employees reciprocate by commitment to get the best out of their work obligations. Employees with families are faced with tough life responsibilities that require strong commitment, for success to be registered in the workplace. Whereas it's an obvious fact, that family matters cannot be mixed with work responsibility, family matters can as well impact how well someone can perform their work responsibilities. A corporate organization needs to put in place employee support programs that consolidate benefits to both the employees and their dependents, such as the immediate family (Coffey et al., 2014). There's need for organizations to take steps that will create facilities that will benefit the employee's dependents, in areas such as healthcare (Travis, Lizano & Mor Barak, 2015). Providing support to employees beneficiaries, enable the employees focus their attention on their day-to-day obligations at the workplace, which enhances timely delivery of services (Turner, 2017).

Traditional corporate organizations recognize the importance of sustaining ambient working environment, through the development of work related programs that are motivational and attractive to employees (Abramovitz, 2017). Leave programs are structured in different models and forms for different purposes and also for the realization of varied objectives (Baum & Ruhm, 2016). In traditional corporate organizations, leave programs serve multiple objectives, including; giving employee enough time for relaxation. Leaves can be structured in different ways, such as vacationing for holiday or attending further studies (Abramovitz, 2017).

Simple work arrangements such as daily schedules, shifts and performance targets are useful in enabling a structured work life for employees (Travis et al., 2015). With flexible work arrangements, employees are able to plan their own personal schedules, for instance squeeze time to set-up a business, or maybe attend classes on a part-time basis. Flexible work schedules need to offer employees predictability with their work engagements which gives them ability to plan other extra-mural projects for self-development or private practice (Neal & Hammer, 2017).

According to Thomason and Williams (2020), studies have revealed that flexible work arrangements come with severe penalties; many who leave the workforce for a period or shift to part-time never recover their professional standing or compensation.

After Covid 19 pandemic, there have been many calls for restructuring how work is done, including making more room for our families and questioning the real value of the eight-hour workday. Now is a time for companies to step back and reexamine which traditional ways of

working exist because of convention, not necessity so that employees maximize their potential and deliver to the best of their abilities (Thomason and Williams 2020). Evidently, there is still need for more examination into the effect of building flexible work schedules on aspect of service delivery.

Economic welfare and Service delivery

In the field of economics, economic welfare refers to utility gained through the achievement of material goods and services including co-operatives, loans, financial grant, savings schemes, employment insurance, profit sharing and bonus schemes, Gratuity and pension advisory services. Ravallion & Lokshin (1999), defines economic welfare as the level of prosperity and standard of living of either an individual or a group of persons or that part of social welfare that can be fulfilled through economic activity.

Simmons (2017) opine that economical welfare services are various non-wage compensations provided to employees in addition to their normal wages or salaries for example housing, group insurance, disability income protection, retirement benefits, day care, tuition reimbursement, sick leaves, vacation, social security, profit sharing, funding of education and other specialized benefits with the intention of increasing the economic security of staff and their retention across the organization.

Ahmed (2020), however, argue that economic welfare is the acceptance and awareness of one's current economic state also termed as financial wellness. Financial wellbeing requires proper analysis and planning of current and future finances. It includes setting short- and long-term financial goals to achieve realistic goals and become financially successful, this financial success eventually translates to better performance of the employees' thus better services delivery.

Priti (2009), argues that the role of economic welfare activities is to promote economic development by increasing efficiency and productivity with the underlying principle being making workers give their loyal services ungrudgingly in genuine spirit of co-operation and the general well-being of the employee. Despite this, Mwiti (2007) points out that naturally economic welfare services may not directly relate to an employee's job but the presence or absence of the services is notable through service delivery, attitude, high or low labour turnover. The public employees provide essential services to the public in Uganda and their welfare activities need be addressed if they are to deliver quality services to the public.

METHODOLOGY

The study used the cross-sectional research design using mixed methods approach of quantitative and qualitative data collection and analysis. The design enabled the study to collect quantitative primary data using a questionnaire and qualitative data using an interview guide. The study population was 140 comprising of employees of Masaka city Council from different directorates including Human resource and administration, Council and Statutory Bodies, Finance and Planning Unit, Trade and Industry, Education and social services, Production and Marketing Unit, Works and Engineering services, Community Based Services, Health Services, Natural resources and Community opinion leaders. The study used a mix of probability and non-probability sampling techniques to select respondents for the study. Under non-probability sampling, the study used a purposive sampling technique and under probability, simple random sampling technique to select the sample. Both sampling designs were used in order to minimize bias by giving all the subjects in the population equal chances of being selected. The sample size for the study was 72. Primary data was

collected using questionnaires and interview guide. The questionnaire was anchored a 5-point Likert scale of 5=strongly agree; 4=agree; 3=not sure; 2=disagree; 1=strongly disagree; that allowed respondents to choose from a set of alternatives. Quantitative data was analyzed using SPSS to generate frequencies, means, correlations and regressions. A content validity index was used to check for clarity, simplicity, ambiguity, and relevance and reliability of the instruments.

RESULTS AND DISCUSSION

The research findings were presented according to the specific objectives of the study. The overall response rate was 69.9% with a non-response rate of 30.1%. Out of 103 questionnaires issued, only 75 were completed. The study got a good response rate above 50% which is representative of the sample as stated by Mugenda and Mugenda (2003).

The study sought to establish the relationship between social welfare and service delivery.

Table 1: A Descriptive Analysis of Social Welfare

Statement	Mean	Std. Dev
MCC work environment is conducive with proper work space, ventilation, air conditioning	3.22	1.281
MCC allows for lenient sick and maternity leave	4.39	.797
We have social clubs in the institution	2.57	1.341
The institution provides sports facilities	2.71	1.156
MCC provides meals (tea and lunch) free of charge	1.96	1.204
MCC conducts safety procedure and drill including programs on occupational health	2.57	1.161
MCC has partnered with health insurance companies or hospitals for healthcare	1.81	1.057
MCC has enough sanitary facilities for the employees	3.28	1.302
MCC provides housing cost assistance to the employees	1.56	.870
Food and nutrition programs are provided to ensure pregnant women and children's staff have access to healthy food options.	2.00	1.187
Overall Average mean/ S.D	2.607	

Source: Primary Data (2023)

Generally, respondents disagreed that social welfare is not catered for at MCC with an overall mean score of 2.607. The above findings contradict the views of DiNitto (2005) who states that social welfare systems involve assistance to individuals and families through programs such as health care, food stamps, unemployment compensation, housing assistance and child care assistance, sick and maternity leaves, sanitary facilities, meals at the work place, health insurance and safety procedures. Most of these social welfare facilities are not in existence at Masaka City council.

Interview feedback from respondents reflected, that there is still a gap in social welfare at MCC where employees noted that there is no health care facility or insurance in place for the employees, housing facilities and costs are also not provided these hinders services delivery as employees may not easily meet their health needs or housing needs.

One of the respondents echoed that:

"The fixed budget does not allow much allowance to implement that which was not budgeted for and thus there was need for adjustment in the law to provide for some of the social welfare needs of the employees in the local government budget".

Another one noted that:

"Lack of will by leadership and lack of enough working space is a problem that affect the social welfare of the employees and there is need to construct more offices and also include more welfare activities".

Correlations between social welfare and service delivery

A correlation was run to establish relationship between social welfare and service delivery at Masaka City council.

Table 2: Correlations between Social Welfare and Service Delivery

		Social Welfare	Service Delivery
Social Welfare	Pearson Correlation	1	.543**
	Sig. (2-tailed)		.000
	N	72	72
Service Delivery	Pearson Correlation	.543**	1
	Sig. (2-tailed)	.000	
	N	72	72

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data (2023)

The findings show a strong positive significant relationship between social welfare and service delivery at Masaka City Council with Pearson correlation (r) = 0.543 and significance (p) = 0.000. Since $p < 0.01$ this implies that social welfare significantly influences service delivery at Masaka City Council. A positive Pearson correlation implies that increase in social welfare will cause an increase in service delivery or a decrease in social welfare will cause a decrease in service delivery.

To further confirm relationship between social welfare and service delivery, a linear regression was run.

Table 3: Showing Linear regression analysis of Social Welfare and Service Delivery

Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta			
1	(Constant)	2.084	.264			7.894	.000
	Social Welfare	.534	.099	.543		5.411	.000
R		.543 ^a					
R Square		.295					
Adjusted R ²		.285					
F Statistic		29.275					
Sig.		.000 ^b					

a. Dependent Variable: Service Delivery

Source: Primary Data (2023)

Results illustrate that variation in service delivery due to changes in the social welfare was 0.285. The figure of 0.285 indicates that there was variation of 28.5% in service delivery due to changes social welfare. Social Welfare explains the variance in service delivery at Masaka City Council by 28.5%.

The F-test value of 29.275 is significant because the significance level is = 0.000 which is less than 0.01. Therefore, this confirms that social welfare is positively associated with service delivery at Masaka City Council. This also implies that the regression model is valid. The valid regression model implies that Social Welfare has a positive and significant relationship with service delivery at Masaka City Council.

The t-value for social welfare in the model is 5.411 which is greater than 1.96. This implies that for Masaka City Council, social welfare is a significant factor ($P=0.00$) in influencing service delivery.

Discussion of Findings on Social Welfare and Service Delivery

The results of the study revealed that there is statistically significant association between social welfare and service delivery at Masaka City Council. Results are consistent with previous studies. For example, Nika (2016) suggests that well cared for employees reciprocate by the commitment to get the best out of their work obligations. Employees with families are faced with tough life responsibilities that require strong commitment, for success to be registered in the workplace. Whereas it's an obvious fact, that family matters cannot be mixed with work responsibility, family matters can as well impact how well someone can perform their work responsibilities. A corporate organization needs to put in place employee support programs that consolidate benefits to both the employees and their dependents, such as the immediate family (Coffey et al., 2014). By supporting the social welfare of their employees, organizations help their employees to be more productive and thus provide better public services.

The findings above however, contradicts the views of Travis, Lizano & Mor Barak, (2015) who argued that there is need for organizations to take steps that will create facilities that will benefit the employee's dependents, in areas such as healthcare. This is not being done at Masaka city council where there is no provision of health services to the employees and their dependents. The findings above support the assertion of Turner (2017) who argued that helping employees, in supporting their beneficiaries, enables the employees focus their attention on their day-to-day obligations at the workplace, which enhances timely delivery of services. Furthermore, the findings above support the assertion of Agusioma, Nyakwara, & Mwititi (2019) that employees must understand that they are covered by social welfare and are legally entitled to receive some form of social assistance. There should not be any racial discrimination or injustice when it comes to these benefits.

Findings on Work Life Balance and Service Delivery

The results of the study intended to examine the effect of work life balance on service delivery.

Table 4: Showing descriptive Statistics of Work Life Balance

Statement	Mean	Sd. Dev
MCC has designed and implemented a policy for flexible worktime to accommodate classes and other commitments	2.96	.941
The employees are given time for professional development.	3.39	1.145
MCC provides counseling programs on work-life balance and stress	2.19	1.030
MCC gives me time to attend to my work and family matters	3.85	.850
There are rooms for meetings	4.00	.839
At MCC, mothers with babies are given play areas for babies	1.69	1.134
The organization provides flexible working time for employees to work in shifts.	2.31	1.263
MCC provides libraries	3.94	1.005
The organization provides enough space for the employees to carry out their tasks	3.15	1.002
Overall Average mean/ S.D	3.053	

Source: Primary Data (2023)

Generally, respondents agreed that work life balance is catered for at MCC with an overall mean score of 3.05. However, there were notable areas where the provision of work life balance was glaringly absent. This is in line with the findings of Tausig & Fenwick (2001) and Kanaabi, (2016) who noted that work life balance is the lack of opposition between work and other life roles. It is the state of equilibrium in which demands of personal life, professional life and family life are equal. The findings contradict and also support the assertion of Onyekwelu,

Monyei & Muogbo, (2022) who viewed flexible work arrangements (FWAs), often known as flextime, as work environments and schedules that are not bound by typical work constraints. These arrangements take into account the demands of employees, particularly in terms of balancing work and personal life some of these arrangements are not in existence at Masaka City council.

Interview feedback from respondents reflected, that there is still a gap in work life balance at MCC where employees noted that they are over loaded with a lot of tasks and they work for long hours without any allowance given to them which has hindered service delivery.

One of the respondents echoed that:

"...Employees work life balance is challenging in Masaka City Council because employees are overloaded with a lot of tasks for long hours because staffing levels are low. Staffing gaps create work overload. Recruit more staff to fill the gaps. Staffing needs for work life balance should be put in the local government budget".

A correlation was run to establish relationship between work life balance and service delivery.

Table 5: Correlations between Work Life Balance and Service Delivery

	Work Life Balance	Service Delivery
Work Life Balance	1	.461**
	Sig. (2-tailed)	.000
	N	72
Service Delivery	Pearson Correlation	.461**
	Sig. (2-tailed)	.000
	N	72

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data (2023)

The findings revealed a moderate positive significant relationship between work life balance and service delivery with Pearson correlation (r) = 0.461 and significance (p) = 0.000. Since $p < 0.01$ this implies that work life balance significantly influences service delivery at Masaka City Council. A positive Pearson correlation implies that increase in work life balance will cause an increase in service delivery or a decrease in work life balance will cause a decrease in service delivery.

To further confirm relationship between work life balance and service delivery, a linear regression was run:

Table 6: Showing Linear regression analysis of Work Life Balance and Service Delivery

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	T	Sig.
	B		Beta		
1	(Constant) 2.103	.322		6.537	.000
	Work Life Balance .450	.103	.461	4.350	.000
R	.461 ^a				
R Square	.213				
Adjusted R ²	.202				
F Statistic	18.922				
Sig.	.000 ^b				

a. Dependent Variable: Service Delivery

Source: Primary Data (2023)

The table gives an adjusted R-square = 0.202 which indicates that work life balance explains variation in service delivery at Masaka City Council by 20.2%.

The F-test value of 18.922 is significant because the significance level is = 0.000 which is less than 0.01. Therefore, work life balance is positively associated with service delivery at Masaka City Council. This also implies that the correlation between service delivery and work

life balance is statistically significant and the regression model is valid.

The t-value for work life balance in the model is 4.350 which is greater than 1.96. This implies that at MCC, Work life balance is a significant factor ($P=0.00$) in influencing service delivery.

Discussion of Findings on Work Life Balance and Service Delivery

The results of the study revealed that there is statistically significant effect of work life balance on service delivery at Masaka City Council. Results are consistent with previous studies. For example, Studies from the London Hazards Centre indicate that work today is more intense than it was a decade ago creating the need for a balance between work and life. Tausig, et al, (2001) also states that experiencing being over-worked, long working hours and an extreme work environment has proven to affect the overall physical and psychological health of employees and deteriorate family-life. The findings are also consistent with the views of Otuya, & Andeyo. (2020) who believe that management should ensure that work-life balance practices are implemented to motive the desire of employees and increase organization productivity, which will also enhance the employee retention, trust, and loyalty and reduce employee turnover to save all costs that are incurred and remain competitively advantageous for better service delivery.

Findings on Economic Welfare and Service Delivery

The results of the study also intended to establish the effect of economic welfare on service delivery.

Table 7: Descriptive Statistics of Economic Welfare

Statement	Mean	Std. Dev
There are financial management programs meant for preparing employees for retirement and dealing with any problems they experience	3.08	1.330
There is provision of advisory services	3.13	1.087
MCC provides airtime and mobile phone for employee communication	2.57	1.422
Employees are allowed to access part of their monthly salary to cater for financial emergencies	2.15	1.229
MCC has made arrangement with financial institutions (banks) to provide cheap loans or credit facilities	3.47	1.244
MCC has travel allowance subsidies and car loans to facilitate staff transportation	2.21	1.210
We have pension scheme	3.72	1.141
When we work from remote stations on need basis, we are paid hardship allowance	2.07	1.155
The employee is paid for some portion of the time they are in class.	2.44	1.124
There institution has profit sharing and bonus schemes	1.78	.892
Overall Average mean/ S.D	2.344	

Source: Primary Data (2023)

Generally, respondents agreed that economic welfare is not catered for at MCC with an overall mean score of 2.344. In the field of economic welfare, it specifically refers to utility gained through the achievement of material goods and services. Economic welfare includes, Co-operatives, loans, financial grant, savings schemes, employment insurance, Profit sharing and bonus schemes, Gratuity and pension advisory services. Interview feedback from respondents reflected, that there is still a gap in work economic welfare at MCC where employees noted that:

"... apart from salary and the pension scheme, there are no other economic welfare initiatives at MCC, there is need for a SACCO for the employees to help them in cases of emergencies".

A correlation was run to establish relationship between economic welfare and service delivery.

Table 8: Correlations between Economic Welfare and Service Delivery

		Economic Welfare	Service Delivery
Economic Welfare	Pearson Correlation	1	.210
	Sig. (2-tailed)		.076
	N	72	72
Service Delivery	Pearson Correlation	.210	1
	Sig. (2-tailed)	.076	
	N	72	72

Source: Primary Data (2023)

Findings show no relationship between economic welfare and service delivery at Masaka City Council with Pearson correlation (r) = 0.210 and significance (p) = 0.076. Since $p \geq 0.01$ this implies that economic welfare does not significantly influences service delivery at Masaka City Council.

Discussion of Findings on Economic Welfare and Service Delivery

The results of the study revealed that there is no statistically significant relationship between economic welfare and service delivery at Masaka City Council This is because most initiatives that promote the economic welfare of employees are non-existent at Masaka City Council. The management does not provide financial incentives like allowances, airtime, transport or financial advisory services.

The finding above contradicts many previous studies for instance Ekere & Onuoha (2021) who established that allowances as economic welfare is very important for employees and recommended that all allowances payable should be communicated and applied in a fair, transparent, and equitable manner for employees to derive satisfaction. The findings also support Robescu & Iancu, (2016) that providing financial benefits for employees after retirement helps the employees to work for a long time in these companies and their engagement was found to be increased. The study showed that the companies that provided fewer benefits to the employees with regards to pension and other health care services were found with less engagement of the employees and more absenteeism rate was observed among these employees.

To analyze service delivery at Masaka City Council, descriptive statistics were run and below are the results.

Table 9: Descriptive Statistics of Service Delivery

Statement	Mean	Std. Dev
MCC provides good standard services at health centers	3.73	.992
Street lighting at MCC is always functioning	3.92	.868
Equipment and facilities for service delivery are always functional in MCC	3.17	1.151
Roads within MCC are clean and well maintained	3.53	1.175
Markets within MCC are well maintained and clean	3.25	1.160
At MCC services like garbage collection are handled in a timely manner	3.31	1.030
Health care services are provided in a timely manner	3.46	.992
At MCC services are always delivered on time	3.26	.839
At MCC teachers attend to school children in time	3.61	.897
MCC ensures that residents are always protected from harm	3.53	.888
Overall Mean/SD	3.477	

Source: Primary Data (2023)

Generally, respondents agreed that service delivery at MCC was good with an overall mean score of 3.477. An indication that the level of service delivery is relatively good because the majority of the respondents were in agreement although a big number also disagreed. This implies that though the majorities feel that service delivery was okay, there also those who feel it is not okay. Therefore, there are still service delivery gaps in Masaka city Council.

Multiple regressions of Employee Welfare on Service Delivery

The primary objective of the study was to examine the influence of employee welfare on service delivery.

Table 9: Descriptive Statistics of Service Delivery

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
(Constant)	1.834	.328			5.601	.000
1 Work Life Balance	.253	.145	.259		1.746	.085
Social Welfare	.404	.123	.411		3.284	.002
Economic Welfare	-.069	.113	-.076		-.610	.544
R	.572 ^a					
R Square	.327					
Adjusted R ²	.297					
F Statistics	10.995					
Sig.	.000 ^b					

a. Dependent Variable: Service Delivery

Source: Primary Data (2023)

The table gives adjusted R-square value = 0.297 which indicates that social welfare, work life balance and economic welfare all together combined as employee welfare influences variation in service delivery at MCC by 29.7 %.

The F-value of 10.995 is statistically significant because it has a corresponding the p-value of 0.00 that is less than the p-value of 0.01. This implies that the variance explained by social welfare, work life balance and economic welfare on Service Delivery is strong and significant in MCC. There is thus a statistically strong significant relationship between social welfare, work life balance, economic welfare and service delivery at Masaka City Council.

Results show that work life balance and social welfare both have positive relationship with service delivery. However, only social welfare has a significant relationship with service delivery as seen from the beta values of 0.256 for work life balance, 0.411 for social welfare and -0.076 for economic welfare. The multiple regression indicates that among the three variables, work life balance, social welfare and economic welfare, social welfare is the best predictor of service delivery with t - value 3.284 and P value of 0.002 < 0.05.

This finding supports the views of Varadaraj, & Charumathi (2019), who argue that employee welfare encompasses monitoring working conditions, providing health infrastructure, ensuring industrial harmony, providing insurance packages, including working together on various services, facilities, and amenities for the betterment of employees. The finding is also consistent with Manzini, & Gwandure (2011) who noted that employee welfare includes all aspects of employee wellness, personal and professional development and takes into account other extra-moral activities such as maternity, social insurance, gratuity, pension, rehabilitation, family planning, employee child welfare, and housing.

CONCLUSION AND RECOMMENDATIONS

From the findings, it is clear that employee welfare affects service delivery at Masaka City Council. The first objective in this study was to establish the effect of social welfare on service delivery at Masaka City Council. From the findings, it can be concluded that a conducive work environment with proper air conditioning and enough work space is still lacking at Masaka City Council that enable employees to perform their duties efficiently thus contributing to poor delivery of services. The Second objective in this study was to examine the effect of work life balance on service delivery at Masaka City Council. From the findings, from the findings, it can be concluded that inadequate resting time due to work overload and lack of flexibility and dependents support stress to the employees and make them hence affecting service delivery at Masaka City Council. The third objective in this study was to assess the

relationship between economic welfare and service delivery at Masaka City Council. From the findings, it can be concluded that rewarding of employees with extra economic benefits like allowances for extra work, airtime, emergency economic support and other financial support are completely lacking this negatively affect service delivery at MCC.

In line with the first objective, the study recommends that the ministry of local government should increase on the budget so the employees can be provided with basic social welfare services like transport, social clubs, health care and dependent support; The management of MCC should partner with hospitals and health care providers to provide health support to the employees: The different social clubs for example sports clubs, saving groups should be introduced in all departments to ensure members participate in social clubs.

In line with the second objective the study recommends that Masaka City Council: design attractive programs to accommodate counselling programs, innovativeness programs, team building programs, building initiative to cater for the work life balance targets; recruit more personals and train them well so as to bridge the gap of low manpower and eliminate the problem of overloading with work and long hours of work.

In regard to the third objective the study recommends: Increment in salary of the employees and also provide allowances where needed like accommodation allowances so that employees can attain better standards of living; MCC should provide more official lines and phones, desk phones and airtime for employees so as to ease communication; Start a SACCO for MCC employees to avoid getting very high interest loans from banks and money lenders; MCC should provide transport facilities like motorcycles to enable employees reach the required destination within time and without incurring extra costs out of their own pockets and MCC should provide financial assistance and advisory committees on how to save and invest; this leads to creation of income generating activities and more training should be done to boost morale.

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