The effect of operations management on the effectiveness of administration at the Iganga municipal council. A cross-sectional study.

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Abstract
Background
This study aims to determine the effect of operations management on the effectiveness of administration at Iganga Municipal Council.

Methodology
This study employed a cross-sectional research design that utilized both qualitative and quantitative approaches.
A sample of 144 respondents was selected for the study, but only 135 returned the survey questions with complete answers. According to findings, 75 (55.6%) of the respondents were males, and 60 (44.4%) were females.

Results
There were schedules of activities, cost controls on operations, planning of operations, and oversight on Municipal Council projects that are aimed at effective administration in service delivery. On the other hand, the Municipal Council has no clear strategies used to achieve objectives in Iganga District.
On the statement "There are cost controls on operations of the Municipality", the average response was 1.8 with a standard deviation of 0.8. Further, the findings indicated that 84.5% of the respondents agreed that there were cost controls on the operations of the Municipality.
Results also showed that the effectiveness of staff was 41.3% predicted by operations management (Adjusted R Square =0.41.3), and the remaining 58.7% was predicted by other factors influencing the effectiveness of administration that were outside the study. The regression model was also significant (sig 0.002) since it was less than 0.05, and thus operations management contributes to the effectiveness of administration in service delivery in Iganga Municipality.

Conclusion
According to the findings, the correlation between operations management and effectiveness of administration was (r=0.543) with a sig value of 0.004. Therefore, there was a significant positive relationship between operations management and the effectiveness of administration in Iganga Municipality

Recommendation
The municipal council should be assigned different responsibilities where they are accountable to immediate supervisors. This will improve the organisational culture and employee performance.

Background of the study
This stage of the organisational performance management demands employees to come together and review their assessments. Performance review is a vital part of the organisational performance management system because it allows the involvement of employees and managers in reviewing the assessment of the past performance of employees, i.e., the extent of achievement of goals and the way it was accomplished. The meeting is important because it provides a formal setting in which the employee receives feedback on performance (Smither, 2009). Conducting regular performance reviews helps organizations understand the level of achievement of goals at the organizational level and at the individual level, and reward employees based on their performance. Furthermore, it also enhances employees' motivation and commitment through creating a sense of belongingness and ownership, as it gives room for employees' involvement in the review course.

Performance development deals with the renewal and readjustment of the existing organizational level, departmental, and individual employees' goals based on the information obtained from the performance assessment and

review of the assessment. Development can be seen in terms of career development and personal development. The former is about promotional decision based on the assessment result, while the latter is about filling the gap in employees' performance through the on-the-job training and off-the-job training (London M, 2009).

Performance rewarding can be considered as a classification of an employee's performance against the level of achievement of the predetermined objectives. Therefore, organizations need to connect organisational performance management with their reward system as it enables them to rate employees' performance level and reward employees as per their level of performance. Performance-based reward enhances employees' motivation as it makes them feel that their effort and the corresponding performance are recognized and appreciated, and thereby continue to contribute their best towards the success of the organization they are working in (Kerich, 2018).

This study aims to determine the effect of operations management on the effectiveness of administration at the Iganga municipal council.

Methodology

This methodology is the same as the one published (Kaaka et al., 2025)

Research Design

A research design is the overall strategy that one chooses to integrate the different components of the study coherently and logically, thereby ensuring the way one will effectively address the research problem (De Vos, 2006). This study employed a cross-sectional research design. The major driver for this design is that the study will be conducted at a single point in time (Apollo, 2003). It covered a cross-section of the population or the sample at one point in time, and many respondents were studied to ensure study representativeness. The study also employed both qualitative and quantitative approaches, which offered an opportunity to the researcher to quantitatively present findings using the mean, percentages, standard deviation, correlation, and qualitative approaches to present the non-numeric findings, such as gender and other views of the respondents, which helped in concluding (Mugenda & Mugenda, 1999).

Area of study

The study was conducted in Iganga Municipality, a lower local government which is located in Iganga District, Busoga region, in the Eastern part of Uganda. It is 120km (74miles) from Kampala, the capital city of Uganda, along the main highway to the border with Kenya, and has a population of 53,870 residents (UBOS, 2014). The municipality is administratively divided into two divisions: the Central and Northern divisions. The Central and Northern constitute 11 wards and 32 villages/cells. Iganga Municipal Council is the main town in Iganga district in Busoga region in the Eastern Part of Uganda. The neighboring districts of Iganga district are Jinja in the West, Bugiri in the East, Namutumba in the North East, Kaliro in the North, and Kamuli in the North West. The researcher chose this study area because the Iganga Municipal Council is one of the lower local governments experiencing administrative challenges that have curtailed service delivery.

Target Population

The target population is defined as all the members of the real set of people, events, or objects to which the researcher studies (Kombo & Delno, 2006). Mugenda and Mugenda (2003) affirm that the target population is the population to which a researcher wants to generalize the results of the study. The target population for the study consisted of 230 participants that constituted 7 heads of departments, 5 sectional heads, and 60 other staff of the municipality. These were from Iganga Municipal Council headquarters and the two divisions (Central and Northern Divisions); 67 political leaders; 5 committee members; 41 religious leaders; 40 community leaders, and 5 opinion leaders within the municipality.

Sample Size Selection and Sampling Techniques

Table 1: Sampling size of the population according to category.

No	Category of Respondents	Study Population	Sample Size	Sampling Techniques
1	Heads of departments	7	7	Purposive sampling
	Heads of sections	5	5	Purposive sampling
	Municipal staff	60	32	Random Sampling
2	Community leaders	40	26	Random sampling
3	Religious leaders	41	28	Random sampling
4	Opinion leaders	5	5	Purposive sampling
5	Political leaders	67	36	Random sampling

6	Selected members of boards and commissions	5	5	Purposive sampling
	Total	**230**	**144**	

Source: Iganga municipality Report

According to Mugenda and Mugenda (2003), a sample is a subject of a particular population selected for study to make conclusions about the population. The sample size for this study will be determined by using Morgan & Krejcie's Table (1970) for determining sample size. According to this table, with a total population of 230, the sample size will be 144 selected as follows: 7 heads of departments, 5 sectional heads, and 32 other staff. Also, 36 political leaders; 5 will be selected members on Boards; 26 religious leaders; 26 community leaders, and 5 opinion leaders within the municipality.

The researcher used random sampling to select municipal staff, community leaders, religious leaders, and political leaders. The technique was used in order to give everyone a chance of being selected to participate in the study and also to avoid bias. The researcher used purposive sampling to select heads of departments, heads of sections, and committee members to collect key information that is essential for this study.

Data Sources
These were both primary and secondary in nature.

Primary sources of data
Primary data is data that is observed or collected directly from firsthand experience using the questionnaire or the interview guide. This data included information derived from the selected respondents based on the study variables. For example, it was data collected from the community leaders, the heads of departments and sections, religious leaders, members of the selected boards and commissions from the municipality, and other administrators. This kind of data was collected using a questionnaire and an interview guide.

Secondary sources of data
Secondary data refers to data that is not directly collected by and for the research, but which can nevertheless meet research informational needs. The Secondary data was important to consider because it saved considerable time and expenses on the part of the researcher. It was also used to help triangulate data sources and verify (prove) primary data and analysis collected directly as part of the research. The secondary sources included data obtained from the existing documents of the municipality and other relevant sources, such as council minutes, performance reports, magazines, and newspapers. The researcher ensured that the secondary data was relevant and reliable.

Data Collection Instruments
The data collection instruments were tools that a researcher used to collect data from the respondents. A combination of instruments was used to appropriately make use of their different strength. The following instruments were used: an interview guide with unstructured questions, a semi–structured closed-ended questionnaire.

Questionnaire.
A questionnaire is a carefully designed instrument for collecting data in accordance with the specifications of the research questions. It consists of questions in which the subject responds in writing (Denscombe, 2000). This was a Likert scale questionnaire. The responses included Strongly agree (SA)=5, Agree(A)=4, Neutral (N)=3, Disagree (D) =2, and strongly disagree (SD)=1. The closed-ended and open-ended questions were also designed in a uniform format so that the analysis of the collected data using SPSS was easy. The advantage of the questionnaire was that it was administered by staff who were literate and professional. This questionnaire was used to collect both qualitative and quantitative data and was applied to the municipal council staff, religious leaders, and members of the selected boards because these were well-educated people who knew how to read and interpret questions.

Interview guide
An interview guide is a face-to-face interaction where the interviewer will ask questions to the interviewee (Denscombe, 2000). A structured interview guide was formulated, where specific questions were asked of all respondents. The choice of this technique is that it was flexible and easy to generate information. The interview guide was used on community leaders because they have no time to fill in the questionnaires, and the other issue was that some of them were not adequately educated to read and interpret the questionnaires. This helped the researcher to get responses instantly with ease because they were able to interact face-to-face with the respondents. He observed their expression in terms of body language and mood so that he was able to judge their perceptions about the study. Interview data was analyzed by reviewing, editing, summarizing, and coding them. The researcher collected data from individual respondents in the form of personal stories, perspectives, and experiences, and attached meaning to the data by summarizing it according to the themes.

Validity

Validity refers to the degree to which an instrument measures what it is supposed to measure and, consequently, permits appropriate interpretation of scores. To ensure content validity, the researcher constructed data collection instruments with an adequate number of items and ensured that each item or question on the scale had a link with the objectives of the study, and ensured that all items were covered with a full range of issues being measured. Also, in ensuring the validity of instruments, the researcher consulted the supervisor for judgment and guidance. The researcher used the Content Validity Index (CVI=n/N). The number of relevant questions was divided by the total number of questions. The CVI value of 0.8 was obtained and compared with 0.7 as proposed by Amin (2005).

Reliability

The reliability of a research instrument concerns the extent to which the instrument yields the same results on repeated trials (Carmines & Zeller, 1979). Although unreliability is always present to a certain extent, there must generally be a good deal of consistency in the results of a quality instrument gathered at different times. The tendency towards consistency found in repeated measurements is referred to as reliability (Carmines & Zeller, 1979). The Reliability of the collected data was determined using Cronbach's Alpha coefficients as generated by SPSS. The researchers made sure that the alpha is 0.70 as suggested by Nunnally (1978).

Data Collection Procedure

After obtaining an introductory letter from the university, the researcher proceeded to the headquarters of Iganga Municipality to secure permission to undertake a study. When permitted, the researcher selected the potential respondents from the categories of people established above, and in turn, the respective respondents were subjected to the instrument of data collection already named so as to obtain the relevant data from them. Subsequently, the data was synthesized, and an up-to-date report was compiled at an appropriate time.

Measurement of Variables

The variables were measured by the exact meaning of the operational definitions of concepts. They were channeled into observable and measurable elements to enable the development of an index of the concept using a five-point Likert scale ranging from 1 =Agree 2=strongly agree, 3=disagree, 4 = strongly disagree, 5 = not sure to measure both the independent and dependent variables in the study.

Data Presentation and Analysis Techniques

Data analysis is the process of evaluating data using analytical and logical reasoning to examine each component of the data provided. Data analysis is the process of inspecting, cleaning, transforming, and modeling data to discover useful information, suggesting conclusions, and supporting decision-making.

Quantitative data

The researcher employed a quantitative technique in data analysis. Data from questionnaires were subjected to the statistical package for social scientists (SPSS) for editing and analysis. This was used to determine the degree to which the study variables were related to each other, and assess the effect of Organisational Performance Management on administration in Iganga Municipality. Data was presented in the form of descriptive statistics, such as frequency distribution tables.

Quantitative statistics arising from SPSS computations of data from questionnaires were presented in frequency counts and score tables. Correlation analysis was done to generate correlation coefficients to determine the direction and extent of association of study variables.

Qualitative data

Qualitative data were coded for easy analysis and presentation. This was presented using the Likert format, as feelings, views, and perceptions of the respondents will be captured.

Ethical Considerations

Ethical considerations are norms or standards for conduct that distinguish between right and wrong, which help to determine the difference between acceptable and unacceptable behaviors. The researcher exercised ethical conduct during and after the study by remaining confidential, private, and never physically or psychologically harming the respondents.

Results

Response rate for the study

The Researcher adopted a formula suggested by Maria (2022).

$$\text{Response rate} = \frac{Responses\ returned}{Number\ of\ surveys\ sent\ out} * 100$$

$$= \frac{135}{144} * 100$$
$$= 93.8\%$$

Of the 144 target respondents of the study, 9 did not return the survey instrument, which reduced the response rate by 6.2%. Therefore, the response rate was 93.8%. This was significant enough for the researcher to continue and analyze data for presentation.

Demographic characteristics of the respondents

Gender

According to Table 2, of the 180 expected respondents, 75% (135 males) and 25% (50 females) were interviewed. This indicated that the response rate was 100%.

Table 2: Gender of the respondent

Response	Frequency	Percent (%)
Male	75	55.6
Female	60	44.4
Total	**135**	**100**

Source: Primary (2023)

According to findings, 75 (55.6%) of the respondents were males, and 60 (44.4%) were females. Therefore, the majority of the respondents were males and comprised the proportion of staff at Iganga Municipal Council.
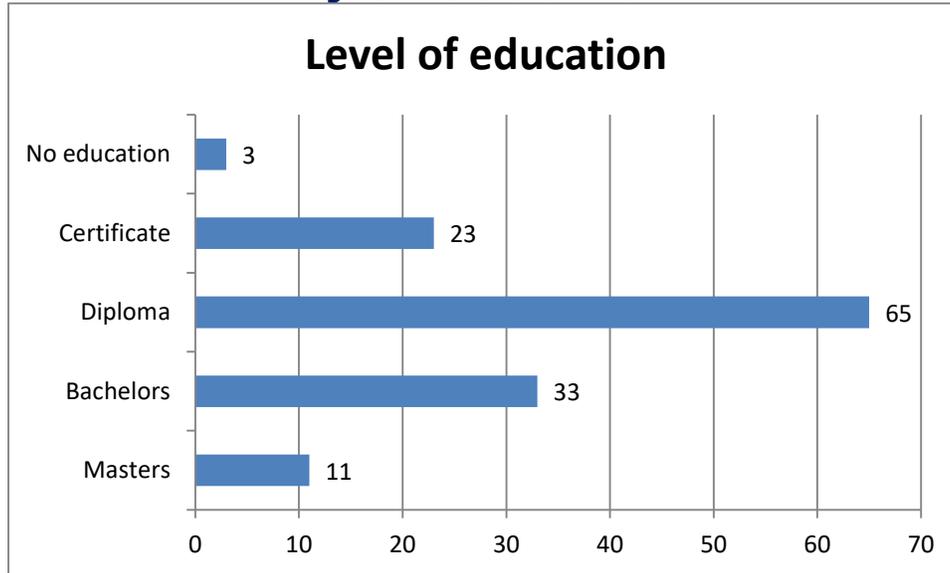
Marital status

Figure 1: Marital status
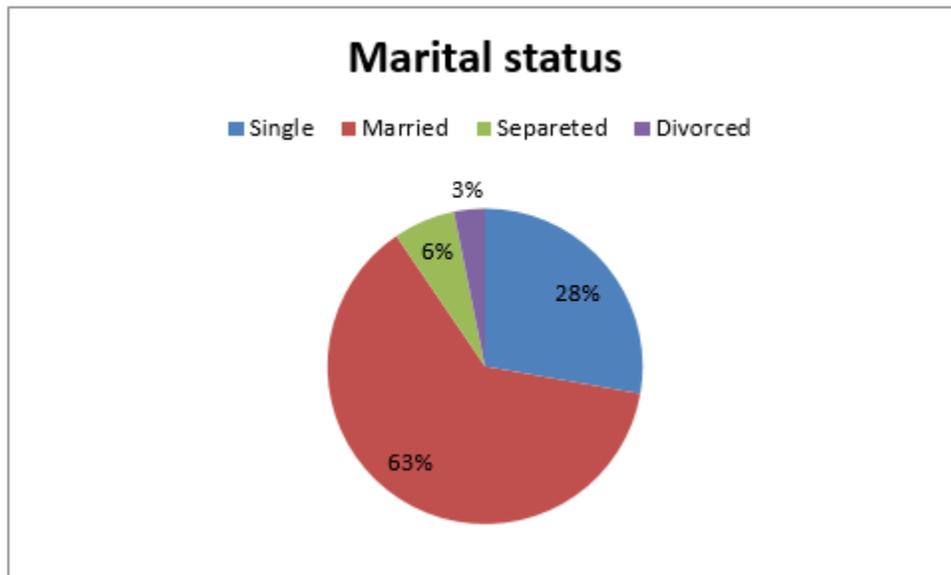
According to Figure 1, 58% of the respondents were married, 33% were single, 6% were separated, and 3% were divorced. Further, the findings indicated that the majority (72%) of the respondents had families and responsibilities.

Level of education

Figure 2: Level of education

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According to Figure 2, 65 of the respondents had a diploma, 33 respondents had a bachelor's, 23 respondents had a certificate, 11 respondents had a master's, and 3 respondents had no education. The majority (97%) of the respondents had formal education, and 3% of the respondents had informal education. Therefore, most staff in the Iganga municipal council had academic qualifications for effective administration.

Age of the respondents

Figure 3: Age

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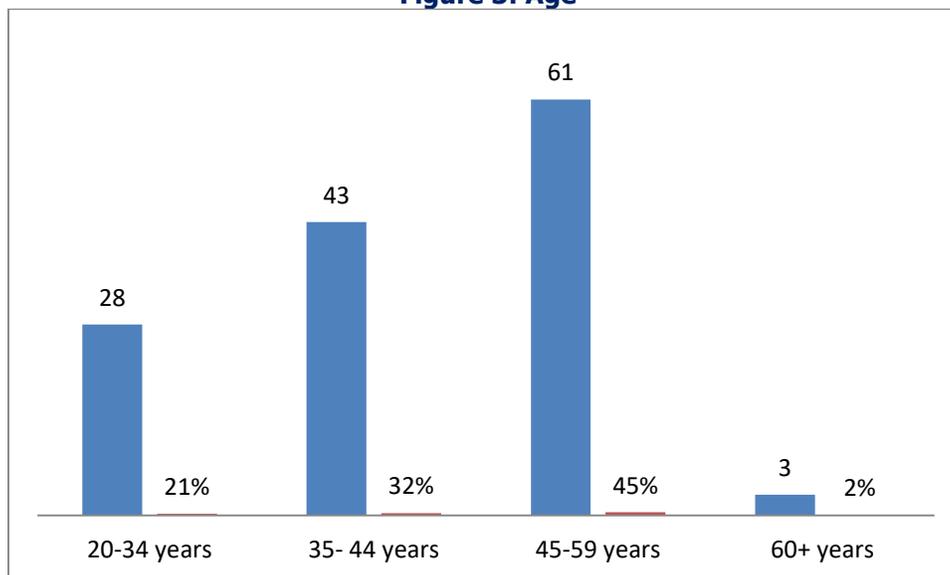
According to findings in Figure 3, 21% (28) of the respondents were below 35 years of age, 32% (43) of the respondents were aged 35-44 years, 45% (61) of the respondents were aged 45-59 years, and 2% (3) of the respondents were above 60 years. Therefore, the majority of the staff at Iganga Municipal Council were energetic and able to perform given tasks effectively.

Work experience and the effectiveness of employees

To establish the effectiveness of staff, the researcher used the average time taken by staff to perform given tasks.

Figure 4: Work experience and effectiveness of staff
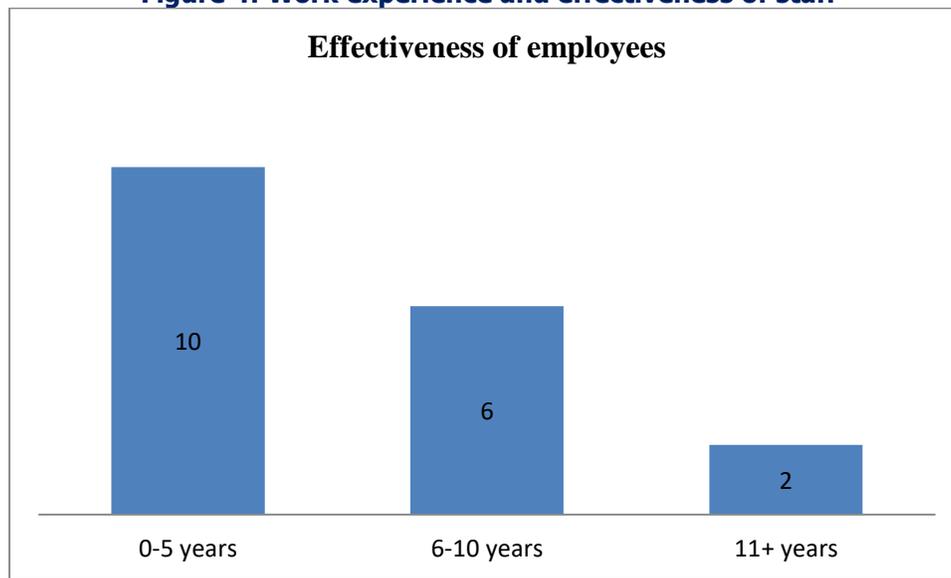
According to the findings, staff with experience of 0-5 years took 10 years to perform given tasks, staff that had experience of 6-10 years had an average waiting time of 6 hours, and staff with experience of 11 years and above had an average waiting time of 2 hours to perform given tasks. Therefore, staff who were more experienced were also more effective in performing the tasks given.

According to findings, 75 (55.6%) of the respondents were males, and 60 (44.4%) were females. Therefore, the majority of the respondents were males and comprised the proportion of staff at Iganga Municipal Council.

Further, 58% of the respondents were married, 33% were single, 6% were separated, and 3% were divorced. Further, the findings indicated that the majority (72%) of the respondents had families and responsibilities. Also, 65 of the respondents had a diploma, 33 respondents had a bachelor's, 23 respondents had a certificate, 11 respondents had a master's, and 3 respondents had no education. The majority (97%) of the respondents had formal education, and 3% of the respondents had informal education. Therefore, most staff in the Iganga municipal council had academic qualifications for effective administration.

According to findings, the majority of the staff at Iganga Municipal Council were energetic and able to perform given tasks effectively. In addition, the findings showed that staff who were more experienced were also more effective in performing the tasks given.

Operations management and effectiveness of administration at Iganga Municipal Council.

To explore the relationship between operations management and effective administration in Iganga Municipal Council, the researcher used descriptive analysis of responses that were captured using a Likert format scale where 1- Strongly Agree (SA), 2- Agree (A), 3-Not sure (NS), 4-Disagree (D), 5-Strongly Disagree (SD), Mn- Mean, Std-standard deviation.

Table 3: Operations management and effectiveness of administration in Local Government

Statement	SD	D	NS	A	SA	MN	Std
There are schedules of activities at the Iganga Municipal Council.			9 6.7	88 65.2	38 28.1	1.8	0.6
There are cost controls on the operations of the Municipality.			21 15.6	63 46.7	51 37.8	1.8	0.8
There is planning for the operations of the Municipality.				87 64.4	48 35.6	2.0	0.3
There is oversight on Municipal Council projects.		22 16.3	37 27.4	76 56.3		2.6	0.6
The Municipal Council has various strategies used to achieve its objectives	84 62.2	29 21.5	22 16.3			4.5	0.4

According to findings in Table 4, on the statement "There are schedules of activities at Iganga Municipal Council", the average response was 1.8 with a standard deviation of 0.6. Further, the findings indicated that all the respondents agreed that there were schedules of activities at the Iganga Municipal Council

On the statement "There are cost controls on operations of the Municipality", the average response was 1.8 with a standard deviation of 0.8. Further, the findings indicated that 84.5% of the respondents agreed that there were cost controls on the operations of the Municipality.

On the statement "There is planning for operations of the Municipality", the average response was 2.0 with a standard deviation of 0.3. Further, the findings indicated that all the respondents agreed that there was planning for the operations of the Municipality

On the statement "There is oversight on Municipal Council projects", the average response was 2.6 with a standard deviation of 0.6. Further, the findings indicated that 56.3% of the respondents agreed that there was oversight on Municipal Council projects in Iganga

On the statement "The Municipal Council has various strategies used to achieve objectives", the average response was 4.5 with a standard deviation of 0.4. Further, the findings indicated that 83.7% of the respondents disagreed that there were no strategies used to achieve the objectives of the Municipality.

Generally, there were schedules of activities, cost controls on operations, planning of operations, and oversight on Municipal Council projects that are aimed at effective administration in service delivery. On the other hand, the Municipal Council has no clear strategies used to achieve objectives in Iganga District.

Correlation between operations management and effectiveness of administration in Local Government

Table 4: Correlation between operations management and effectiveness of administration in Local Government

Correlation	Value	Df	Asymp. Sig. (2-sided)
Pearson co-efficient	0.543 [a]	2	0.004
Likelihood Ratio	2.144	2	0.001
No of Valid Cases	135		

According to the findings in Table 4 above, the correlation between operations management and effectiveness of administration was (r=0.543) with a sig value of 0.004.

Therefore, there was a significant positive relationship between operations management and the effectiveness of administration in Iganga Municipality.

Regression analysis of operations management and effectiveness of administration in Iganga Municipal Council.

Table 5: Multiple regression model findings on operations management and effectiveness of administration in Iganga Municipal Council

Model	R	R Square	Adjusted R Square
1. Operational management	.329^c	0.34	0.413

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	4.487	.121		5.212	.024
3 Operations management	4.637	.619	.324	2.428	.002

d. Dependent Variable: Effectiveness of Administration

Results also showed that the effectiveness of staff was 41.3% predicted by operations management. Results also showed that the effectiveness of staff was 41.3% predicted by operations management (Adjusted R Square =0.41.3), and the remaining 58.7% was predicted by other factors influencing the effectiveness of administration that were outside the study. The regression model was also significant (sig 0.002) since it was less than 0.05, and thus operations management contributes to the effectiveness of administration in service delivery in Iganga Municipality.

Discussion

There were schedules of activities, cost controls on operations, planning of operations, and oversight on Municipal Council projects that are aimed at effective administration in service delivery. On the other hand, the Municipal Council has no clear strategies used to achieve objectives in Iganga District.

Butali and Njoroge (2018) investigated the impact of performance appraisal on organizational performance in the case of three companies engaged in the stock exchange in Kenya. The findings of the study confirmed that performance appraisal has a statistically significant positive effect on organizational performance. Furthermore, the result also revealed that affective commitment, continuance commitment, and normative commitment moderated the relationship between performance appraisal and organizational performance. Despite the study tackling organisation performance, it was not clear on the variables explaining organisation performance; hence, there was a need to investigate how financial management, operational management, and human resource management contribute to effectiveness in performance and overall performance of organisations.

According to the findings in the table, the correlation between operations management and effectiveness of administration was (r=0.543) with a sig value of 0.004. Therefore, there was a significant positive relationship between operations management and the effectiveness of administration in Iganga Municipality

Conclusion

There is a significant relationship between operations management and the effectiveness of staff in performing given tasks at the Iganga Municipal Council.

Recommendation

The municipal council should be assigned different responsibilities where they are accountable to immediate supervisors. This will improve organisational culture and employee performance.

The Municipal Council should make clear strategies for achieving the set goals of the municipality.

The municipality should also ensure effective communication and staff training to boost their morale in performing various tasks within the organisation.

List of Abbreviations

AWP: Annual Work Plan
C.A.O: Chief Administrative Officer
DPAC: District Public Account Committee
IDLG: Iganga District Local Government
IMC: Iganga Municipal Council

LAG FAR: Local Government Financial and Accounting Regulations
LGA: Local Government Act
LLG: Lower Local Government
LGPAM: Local Government Performance Assessment Manual
MDP: Municipal Development Plan
MTPC: Municipal Technical Planning Committee
NPA: National Planning Authority
TC: Town clerk
UBOS: Uganda Bureau of Statistics

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Conflict of interest

The author had no conflict of interest.

Author Biography

Hussein Kaaka is a master's student of public administration and management.

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