

**AN ASSESSMENT OF THE IMPACT OF PUBLIC SERVICE DELIVERY ON
CUSTOMER SATISFACTION: A CASE STUDY OF OKAHANDJA
MUNICIPALITY NAMIBIA**

**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE**

OF

**MASTER OF BUSINESS ADMINISTRATION PUBLIC SECTOR
MANAGEMENT**

OF

THE UNIVERSITY OF NAMIBIA

BY

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201411159

October 2022

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Abstract

This study sought to assess the impact of public service delivery on customer satisfaction at Okahandja Municipality in order to determine whether the residents of Okahandja are satisfied with the services being rendered or not, such as good sanitation, clean, healthy and reasonable water bills, uninterrupted or blocked sewage systems, healthy road networks, working street lights and collection of rubbish by the Municipality. This study utilised mixed methods through administering questionnaires with structured questions to the residents of Okahandja and conducting one-on-one interviews with employees of the Okahandja Municipality. Fifty-five participants were selected for inclusion in the study of which 51 were customers, and 4 were employees of the Municipality. Quantitative data was analysed through frequency tables, descriptive statistics, correlation analysis and multiple regression analysis using the Statistical Package for Social Sciences (SPSS) version 27. Qualitative data was analysed using thematic analysis in which occurring themes and patterns in information gathered were identified. Findings revealed that the respondents mainly disagreed with the quality-of-service delivery at the Okahandja Municipality, in terms of water supply, electricity supply and fares and taxes charged, as well as their overall satisfaction. The results also revealed that financial constraints, community participation, inadequate employee capacity and poor planning are some of the challenges faced by the municipality in delivering quality public service. The study recommends that the Okahandja Municipality look into practicing and implementing the five dimensions of quality service in its organisation as well as to

try to utilise the Gap Analysis Theory yearly, in order to develop the organisation and promote employee training.

Key words: service delivery, quality service, public service, customer satisfaction

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Acknowledgements

I extend my utmost appreciation to the following people for making this research a success. I would firstly like to thank the Lord for His grace. Due to His love, He granted me the strength to complete this thesis.

Secondly, I would like to appreciate my supervisor, Dr. Asa Romeo Asa. Thank you, Dr, for your support and guidance. Many thanks to the University of Namibia Research Ethics Committee and Okahandja municipality team for allowing me to conduct this study.

Lastly, I would like to thank my friends and my family for being there and supporting me emotionally, financially and spiritually during my studies.

Dedication

This thesis is dedicated to my late brother Simon Sem Ilenikuye Shoongeleni, who never lived to see this achievement and never got this chance like I did, may his young soul rest in peace. I further dedicate this to my daughter Hilma Kambonde, may you grow into a virtuous and victorious woman. To my parents, Mr. Matheus Shoongeleni and Mrs Indileni Nghuumbwa Shoongeleni I promise to continue making you proud.

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1. INTRODUCTION

This chapter introduces the research inquiry by providing a background of the study, explaining the problem, presenting the objectives and significance of the study through elaborating why the study needs to be conducted and how it will be beneficial.

1.2. BACKGROUND OF THE STUDY

In order to retain customers, gain customer loyalty and increase profitability in an organisation, customers need to be satisfied with the services rendered to them. Organisations can achieve customer satisfaction by meeting customers' needs and observing trends and competitive environments for efficient and quality service (Hailu & Shifare, 2019).

According to Strauss 1999 (as cited in Morauszki, Józef & Attila, 2015) customer satisfaction can be defined as the difference between the service quality and the desired performance. In other words, customer satisfaction involves the measurements of companies or organisations' products and services, and how they exceed or meet customers' expectations. The Okahandja Municipality is an independent political body that is elected by the residents of Okahandja for the purposes of providing public services such as a clean environment, clean and safe drinking water, quality health and education as well as recreational services, to name a few, to the residents of Okahandja.

Service delivery is especially important for the marginalised as the public services may be their only option to survive in this modern era. Furthermore, despite the common view that decentralisation is a catalyst for good governance and quality service delivery (Faguet, 2014; Sow & Razafimahefa, 2015), Khan (2021) found that decentralisation of power does not always guarantee the aforementioned because there are a lot of contributing factors to delivering quality services.

Service delivery plays an important role in the improvement of people's quality of life as it has the ability to give people the opportunity to enjoy a stress-free life, keeps an individual healthy and comfortable to name a few. However, though the issue of service delivery in Namibia has been widely investigated in various spheres of the economic sector such as at NaTIS - the Roads Authority of Namibia (Sikabongo, 2019), NamPower (Namupala, 2019), as well as assessing the effectiveness of the Performance Appraisal and or Management System in public sectors in Namibia (Silumbu, 2019; Shangadi, 2019; Tobias, 2019), customer satisfaction remains a contemporary social issue.

Furthermore, assessing the impact of public service delivery on customer satisfaction, particularly that of the Okahandja Municipality appears to be under-investigated. It is thus against this background that the researcher sought to fill the identified gap in literature by interviewing the employees of the Okahandja Municipality and administering questionnaires to residents of Okahandja in order to obtain in depth information, their views and perceptions regarding service deliver and customer satisfaction.

The researcher was guided by the SERVQUAL and Gap Analysis theories. The SERVQUAL model, which stands for service quality, measures customers' expectations and perceptions of

service quality, while the Gap Analysis Model allows organisations to detect and identify areas in which they fall behind. That is the areas which inhibit them from achieving their organisational goals. Moreover, the researcher was also guided by the conceptual framework by defining the variables of the study. The services rendered by the municipality was the independent variable whereas customer satisfaction was the independent variable. This means that customers' satisfaction levels were dependent on the quality of service rendered by the Okahandja Municipality. The hypothesis of the study was that the greater the quality of services rendered, the greater the customers are satisfied.

1.3. PROBLEM STATEMENT

The concern was with the delivery of service such as good sanitation, clean, healthy and reasonable water bills, uninterrupted or blocked sewage systems, healthy road networks, working street lights and collection of rubbish by the Okahandja Municipality to its residents. Without the provision of excellent services to the public, this could result in frustration amongst the residents (Hailu & Shifare, 2019). In order to reduce the social problem of poor customer satisfaction and customer complaints, organisations should render satisfactory services to customers and have a high level of positive corporate image (Khan and Fasih, 2014). This study therefore sought to assess the impact of public service delivery on customer satisfaction at the Okahandja Municipality. This was in through determining whether the residents of Okahandja are satisfied with the services being rendered or not, and how to best address this problem.

1.4. RESEARCH OBJECTIVES

Main Objective:

To assess the impact of public service delivery on customer satisfaction, with particular attention paid to the Okahandja Municipality.

Sub-objectives:

1. To determine what impact public service delivery has on customer satisfaction in Okahandja.
2. To identify challenges facing the Municipality in providing quality public service delivery.
3. To examine the perceptions of the Okahandja Municipality residents on the quality of services rendered.
4. To investigate strategies that can be implemented to improve public service delivery to Okahandja Municipality residents.

1.5. SIGNIFICANCE OF THE STUDY

The findings of the study should provide stakeholders with information on the quality of the service that is provided by the Okahandja Municipality to its customers and whether its customers are satisfied with the services they receive. Furthermore, the findings should set a benchmark for further research in the area. Lastly, service delivery of the Okahandja Municipality, to the knowledge of the researcher, has hardly been studied before. The current study therefore should help close this gap and contribute valuable literature to the discipline. This could be useful to future researchers.

1.6. DELIMITATIONS OF THE STUDY

The study was carried out in Okahandja Municipality in the Otjozondjupa Region of Namibia. The research only focused on Okahandja Municipality residents/customers and employees of the Municipality for information accuracy.

1.7. LIMITATIONS OF THE STUDY

The data was collected from Okahandja Municipality's customers; thus, it may not be possible to generalise the findings from this study to municipalities in other towns. Due to Covid-19, participants did not want hardcopy questionnaires and refused face to face interviews, therefore the researcher used online questionnaires and interviews.

1.8. SUMMARY

This chapter discussed the background of the study, provided the problem statement, the research objectives, enlightened on the significance of the study, as well as the limitations and delimitations of the study. The next chapter presents the literature review of the study.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1. INTRODUCTION

This chapter discusses the literature relevant to this study as well as the theoretical frameworks that were used for this research inquiry.

2.2. IMPACT OF PUBLIC SERVICE DELIVERY ON CUSTOMER SATISFACTION

In this fast-changing world, driven by information technology, it is imperative that businesses offer the highest quality services as possible. This would allow for customer retention and also reserve a spot for the business in this competitive world. Engaging with customers and creating value, allows for the creation of an organisational culture that strives to offer the best quality and cater to customers' needs. This may help create a good name for the company and increase revenue.

Gong and Yi (2018) define service delivery as a business framework that is concerned with delivering services from a provider to a client. According to Gong and Yi (2018) service delivery also involves continuous communication and interaction between the supplier and client during the time in which the supplier provides a service to the client. Indeed (2021) identifies four components of service delivery. According to these scholars, these four components can help organisational members understand the scope of service delivery. Additionally, these components are usually used by companies in order to deliver the best customer service.

2.2.1. Components of service delivery

The four components identified by Indeed (2021) are service culture, employee culture, service quality and customer service. Service culture has to do with the organisation's mission, vision, goal and work principles. It involves how things operate and would operate throughout the entire organisation. According to Indeed (2021) service culture is usually handled and controlled by management as they delegate tasks to the other staff members. Additionally, Indeed (2021) believes that developing and maintaining these elements well can help with the long-term success of the organisation.

Employee engagement is also one component of service delivery. This component of service delivery is controlled by the staff members that deal with service delivery. This component encourages staff in leadership positions and human resources to use their influence on employees, to align their attitudes, values and how services are offered, with the organisation's culture. The model that the customer experiences and the design of service delivery is linked by the organisational culture and employees' attitudes and values.

To add on, Indeed (2021) also acknowledges service quality as a component of service delivery. Service quality has to do with all programs and strategies the organisation has put in place in order to deliver the best services. The management model that helps clients reach their goal within the service delivery process is defined by those programs and strategies set by the organisation. Service delivery is therefore fundamental for the service provider and partnerships with clients. Moreover, Indeed (2021) identifies customer service as the fourth component of service delivery. This component involves the provision of not only resources but knowledge of the product that the customer wishes to receive. In this phase of service delivery, a continuous review and

partnership process to understand how customers perceive the organisation's service delivery and what can be done to make it better is used. This however, can only work best when the customer is involved.

2.2.2. Impact of service delivery on customer satisfaction

A plethora of studies were conducted on the impact of service delivery on customer satisfaction. Singh (2013) conducted a study focusing on the impact and effectiveness of service delivery quality on customer satisfaction in Indian banks. Questionnaires were used for four hundred participants, one hundred participants from each of the four banks (two private and two public) that were sampled in India. The questionnaire contained close ended questions which were designed to attain the satisfaction level of customers with services they have received from the banks. The measurement of the satisfaction level was done with a 5-point Likert scale. The data from Singh's (2013) study was analysed using frequency tables, MANOVA and factor analysis. Findings from this study reveal that banks in the private sector provide better service quality than banks in the public sector. This is due to the manner in which customers are approached and handled, availability of informative material and resources, convenient operating hours and employees who are knowledgeable.

Furthermore, Hailu and Shifare (2019) looked at service delivery and customer satisfaction in the public service sector in Ethiopia. The aim was to assess selected federal ministries and organisations' service delivery and customer satisfaction in Ethiopia. Questionnaires were administered and interviews were conducted in order to collect data for the study. Five hundred and eighty-eight people participated in the study; 165 were employees, whereas 423 were

customers. The data from Hailu and Shifare (2019)'s study was analysed using both qualitative and quantitative methods of data analysis.

The results from this study show that customers of public service organisations were satisfied with the services rendered to them. Results also showed differences in service delivery from different public service organisations. According to Hailu and Shifare (2019) the challenge with service delivery lies in the willingness of the employees to provide service as requested by the customer, inconsistencies in rules and regulations by the organisation, the lack of accountability by the employees or organisation and sense of belongingness. Hailu and Shifare (2019) recommend that public service organisations develop accountability measures and include teamwork in organisational processes such as rules and regulations.

Namupala (2019) also investigated the impact of service quality on customer satisfaction for NamPower residential customers using the SERVQUAL model. Namupala (2019)'s study was descriptive and quantitative in nature and administered 338 structured online questionnaires to collect data. Findings from Namupala (2019)'s study reveal opposite results from Singh (2013) and Hailu and Shifare (2019)'s studies. According to Namupala (2019) NamPower customers were not satisfied with the services rendered to them. This is mainly because of the existence of a negative gap in customer expectation and perception in all five dimensions of service quality. It is therefore recommended that service personnel "should show sincere interest in resolving customer problems and should always take the time to understand the specific needs of the customers; this would boost customers' confidence about the service quality of NamPower, thereby enhancing customer satisfaction" (p. 81).

Another study conducted by Ramdhani, Mnyamana and Karodia (2017) sought to investigate the impact of service delivery on consumer satisfaction at Ford. The study was conducted in Gauteng, South Africa and questionnaires with structured questions were administered to owners of Ford vehicles. The study found that vehicle brands that offer quality customer services retain and gain new customers. Although these studies prove that research on the impact of service delivery on customer satisfaction have already been conducted, these studies have been carried out elsewhere, in different departments. The current study therefore sought to cover a different setting, with different participants using SERVQUAL and Gap analysis as theories, and to analyse the data using both qualitative and quantitative data analysis tools.

2.3 CHALLENGES FACING THE MUNICIPALITY IN PROVIDING QUALITY

PUBLIC SERVICE

As stated in the previous chapter, a Municipality exists for the purposes of providing public services such as a clean environment, clean and safe drinking water, quality health and education as well as recreational services to name a few, to residents. However, most or some of these services are not delivered as per the clients' expectations (Kalonda & Govender, 2021). One of the current study's objectives is to analyse challenges facing the Municipality in providing quality services to residents. Various studies (Beyers, 2016; Kalonda & Govender, 2021; Kanyane, 2014; Makanyeza, Kwandayi, Ikobe, 2013) conducted aimed at identifying challenges faced by public service providers in delivering quality services to their customers.

Beyers (2016) looked at primary causes challenging service delivery in Fetakgomo, Limpopo province, the impact those challenges have and ways to minimise the identified challenges. Beyers' (2016) adopted a qualitative study in which questionnaires and interviews were carried out with 30 participants. Participants of Beyers' (2016) study consisted of 15 administrative officers, 5

councillors and 10 employees in management positions. The data obtained from the study was coded and presented in graphs and tables. *The findings from Beyers (2016) study revealed that political interference in the administration of municipalities was one of the major challenges of service delivery.*

Moving on, Kalonda and Govender (2021) in their study highlighted the challenges to service delivery, focusing on Katima Mulilo town council. Similar to Beyers (2016), questionnaires and interviews were used to collect data from 130 participants. The data was analysed descriptively and revealed that various factors were the cause of bad service delivery to the residents of Katima Mulilo. The results indicated that lack of leadership, financial challenges, inadequate service delivery skills, corruption, ineffective strategic management and lack of leadership were the factors affecting the poor service delivery to the residents of Katima Mulilo by the Municipality. The study recommended that the Katima Mulilo town council focus on developing and training employees and introduce a risk management unit to alleviate the flaunting of governance.

Additionally, Kanyane (2014) sought to explore the challenges faced by the South African Municipality in delivering quality services between the years 1994 to 2013. The concern was with the delivery of basic community needs such as water and electricity in spite of the presence of institutional frameworks which regulate the organisation. A research design was utilised for Kanyane's (2014) study whereby official government documents, a summative record of narrative data and historical facts as well as contemporary literature were analysed in order to derive findings from them. According to Kanyane (2014) the reason why public service delivery organisations such as a Municipality fail to deliver quality service is due to various reasons such as but not limited to financial constraints, complex political processes, municipal capacity constraints,

protests of service delivery, poor planning, corruption and challenges in monitoring and evaluation.

To add on, another study conducted by Makanyeza, Kwandayi and Ikobe (2013) sought to recognise the causes of poor service delivery in the Kajiado Local Authority, and develop ways or strategies to improve service delivery in that community. Two different questionnaires were utilised and administered to employees and the other to the service receivers. Makanyeza, Kwandayi and Ikobe (2013)'s study revealed that corruption, lack of accountability and transparency, councillor interference, lack of community participation, inadequate employee capacity, poor planning and poor human resource policies are some of the factors that challenge the local authority in delivering quality services. Moreover, Makanyeza, Kwandayi and Ikobe's (2013) study also found that involving community members in the affairs of the local authority, users paying their bills on time and responding timeously to community members' complaints are some of the few strategies that can be employed to boost service delivery.

Although these studies provided information on the challenges faced by public service organisations in providing quality services to their customers, the findings of the above discussed studies may not be generalised to Namibia, especially Okahandja as the context of those studies are different from the current study. It is therefore imperative that a study be conducted in a different setting, thus, the Okahandja Municipality.

2.4 PERCEPTIONS OF THE CUSTOMERS ON THE PROVISION OF BASIC MUNICIPAL SERVICES

Investigating what customers have to say on the provision of basic municipal service is of utmost importance, as it would help organisations, both public and private enhance their service delivery

in this competitive world. Understanding customers' perceptions on service delivery will also help organisations retain customers and gain new ones. A few studies (Moletsane, De Klerk & Bevan-Dye, 2014; Muthwa, 2016; Seate, 2016) investigated customers' perceptions on service delivery of basic municipal services.

Moletsane, De Klerk and Bevan-Dye (2014) assert that what have become the main issues in service organisations are the satisfaction of customers after being offered a service, the quality of services rendered by organisations and customer value. Consequently, these factors according to (Moletsane, De Klerk an& Bevan-Dye, 2014) attention is being granted to improving quality service and service delivery by organisations. Moletsane, De Klerk and Bevan-Dye's (2014) study sought to answer the questions: "What are the residents' expectations and perceptions of the quality-of-service delivery by a Municipality?"; and "What service quality gaps exist in municipal services delivery?" (p. 282).

The study sampled 400 residents and it used the SERVQUAL framework to analyse the data received. According to Moletsane, De Klerk and Bevan-Dye (2014) customers had negative perceptions on the service delivery of the Municipality. This is because customers were dissatisfied in all five areas of service quality according to the SERVQUAL model which are reliability, assurance, responsiveness, empathy and tangibility. These scholars explicate that according to their findings, front office personnel at the studied Municipality do not offer customer care to their customers and they have inadequate knowledge and skills on how to interact, approach and respond to customers' needs. As a result, the study thus recommended a training programme that equips employees with the necessary skills and knowledge on customer care should be established and implemented.

Moving on, the central objectives of local government relate to rendering “democratic and accountable government, promoting social and economic development, a healthy and safe environment and encouraging community involvement in local government matters in relation to the services. Local government also has to ensure that services are provided to communities and that this is done in a sustainable manner (Section 52(1) of the Constitution of South Africa, 1996)” (Muthwa, 2016, p. 6). As a result, Muthwa (2016) embarked on understanding the perceptions of the Impendle community regarding services rendered by that Municipality.

Prioritising the needs of a community is the first step to a successful Municipality. Muthwa (2016) employed a mixed methods research design, using both qualitative and quantitative research. The data was gathered using methodological triangulation which refers to the utilisation of mixed methods in order to gain deeper and comprehensive information from a topic. Focus group interviews were conducted for two ward committees, whereas questionnaires were administered unto 80 household owners in order to gather enough data.

Muthwa (2016) analysed the findings using thematic analysis for the qualitative data and SPSS for the quantitative data. Findings from Muthwa’s (2016) study concluded that there is a low quality of service at Impedle which is caused by issues of procedure of service delivery. According to the participants of Muthwa’s (2016) study issues such as lack of reliability, credibility and courtesy, services not being up to standard and poor communication skills were reported as those affecting the service delivery. A suggestion was given by the researcher for an effective co-operative governance in South Africa.

In order for an organisation to design and implement effective service models, it is important that customers’ experiences and perceptions are known, and their needs and priorities are identified.

Seate (2016) conducted a study to assess what communities of municipal services have to say about basic services delivered. According to Seate (2016) the then government of South Africa made it its responsibility to decrease the past inequalities experienced by the citizens by building the nation, increasing access to resources, infrastructure and social services to all communities.

Regrettably, there has been an overwhelming number of protests in South Africa regarding service delivery. As a consequence, Seate (2016) enquired into the situation and sought to find answers to the questions: “To what extent are municipalities reaching out to rural communities; Are the services rendered by municipalities meeting the expectations of rural communities?” (p. 5). Seate (2016)’s study sampled 112 participants, comprising of 104 Paradys community members, 4 Mangaung Metro officials and 5 Paradys community leaders. Open and close ended questionnaires were administered to the participants for data collection. The data was analysed using SPSS and presented using cross tabulations, frequencies and percentages, chi-square tests, summary tables, categorical data analysis and graphical representations.

The research findings showed that even after 20 years of independence, the Paradys community still faces a lot of challenges in service delivery. Respondents of the study reported that water facilities are very far from the respondents’ homes and that they have to walk miles to fetch water. Additionally, respondents also reported that there is poor sanitation in their community. This could cause a lot of health problems to members of that community especially to children and old people. Another reason why there is low quality of service delivery in the Paradys community is because community members are not involved in issues that affect that them and are not engaged with. The only time that community members get to see municipal officials are during election times.

Furthermore, Respondents also reported that they were dissatisfied with issues such as not being informed when services would be interrupted. Seate (2016) therefore recommends that the Municipality aligns itself with principles that are centred around community members' needs. Another recommendation is that the Municipality should start engaging with and involving community members in issues that involve them, including in projects that involve planning and development of that community. Additionally, holding meetings and hearing the community's cries about what they need and what they think of something should be promoted.

Through these studies, there seems to be an under investigation of the topic on customers' or community members' views and perceptions on basic service delivery by a Municipality. The dearth in literature around this topic is an identified gap that the current study wishes to fill. Knowing and understanding community members' views on service delivery and issues pertaining the community is very imperative as it would help the Municipality on what to improve and how to go about meeting customers' needs.

2.5. THEORETICAL FRAMEWORKS

2.5.1. Service Quality (SERVQUAL) Theory

The current study adopts SERVQUAL and Gap Analysis Model as theoretical frameworks. The SERVQUAL model, which stands for service quality, was developed by Parasuraman, Zeithaml and Berry (1985) to measure customers' expectations and perceptions of service quality. According to Wilson (2010), the SERVQUAL model views service quality as the gap that exists between customer expectations and perceived performance. This means that the model suggests that the greater the distance between the two variables where performance supersedes expectations, the greater the service quality. According to All Answers Ltd (2021) there are five gaps that exist

within the SERVQUAL model. These are: the knowledge gap, the standards gap, the delivery gap, the communications gap and lastly, gap five, the difference between the service that is expected and the perceived service quality.

Firstly, the first gap, known as the knowledge gap, has to do with the difference between the customer's expectations and what management of an organisation perceives of the customer's expectations. This could be caused by insufficient research about the market, layers of management and a lack of communication. Then there is the second gap, the standards gap, deals with the difference between what the management of an organisation perceives of the customer's expectations and the specifications of service quality. Causes of this difference include the lack of goal setting by the organisation, management not being committed to service quality and employee perceptions of infeasibility (Shahin, 2006).

The delivery gap deals with the difference between specifications of service quality and the actual service that is delivered. Causes of this difference include unclear roles or responsibilities, lack of supervision and or training, inadequate or inappropriate equipment and lack of perceived control. All Answers Ltd (2021) further identified the communications gap which refers to the difference between delivery of services and what customers are informed about the services the organisation renders. The difference in this gap is caused by insufficient communication between sales and operations, poor communication with the advertising agency and differences in policies and processes between different branches. Lastly, the fifth gap deals with the difference between expectations of the service and the perceived quality of services rendered (Shahin, 2006).

Moreover, Shahin (2006) identifies five dimensions of the SERVQUAL Model which have an impact on service delivery. These dimensions were initially ten (Parasuraman, Zeithaml & Berry,

1985), before they were re-searched, tested and refined to five. These dimensions reduced from reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding and tangibles; to tangibles, reliability, responsiveness, assurance and empathy (All Answers Ltd, 2021).

Tangibles involve the appearance of the organisation which includes equipment, personnel, other customers and communication material, whereas, reliability is when the organisation is able to carry out the promised service in a dependable and accurate manner. This involves correct accounting and up to date records and schedules. According to Parasuraman, Zeithaml and Berry (1985) this dimension of service quality requires consistency in the application of services and commits to and respects customers' needs. Responsiveness on the other hand, is when employees are willing to help customers with the services they need in a timeous manner. This dimension measures the ability to solve customers' problems quickly and dealing with customers' complaints effectively (Parasuraman, Zeithaml & Berry, 1985).

To add on, there is also the dimension of assurance which involves employees doing the best they can to know and understand their customers, creating good relationships with customers, rendering professional services, possessing excellent technical knowledge, attitude courtesy, and good communication skills. This creates trust, loyalty and assurance to customers. Lastly, empathy as a dimension in service quality involves employees to treat customers in a caring way, using the best approach to make them feel 'at home' and welcome to the organisation or company.

It has been noted that understanding and implementing the five dimensions of quality service in an organisation is of utmost importance if the organisation wishes to be successful in rendering quality services. Closing the gaps that exist within the SERVQUAL Model means organisations

taking a step into considering implementing most, if not all dimensions of service quality. The current study utilised the SERVQUAL framework as explicated by Muthwa (2016). This theory guided the current research in analysing responses from the questionnaire that were administered to the residents of the Municipality of Okahandja. A five-point Likert Scale was used to measure quality services rendered by the Municipality of Okahandja where a measurement of 5 meant “strongly agree” while a measurement of 1 meant “strongly disagree”. Additionally, the SERVQUAL theory was used by utilising the 20 questions of service quality which respondents had to measure.

2.5.2. Gap analysis theory

The study also utilised the Gap Analysis Model which was also developed by Parasuraman, Zeithaml and Berry (1985). Parasuraman, Zeithaml and Berry (1985) proposed that service quality is a function of the differences between expectation and performance along the quality dimensions and, therefore, developed a service quality model based on gap analysis. The Gap Analysis model illustrates the level of quality, which is determined by subtracting the perceived service score from the customer's expectation score for each of the items (Kurtz and Clow, 2014).

Utilising a Gap Analysis can be of great advantage in organisations in terms of program development and employee training. A gap analysis allows organisations to detect and identify areas in which they fall behind, which keeps them from achieving their organisational goals. Gap Analysis is therefore important as it allows organisations to see what it is that they have done and how far they are in reaching and fulfilling their goals, values and missions. The theory or model helps organisations determine areas which are a success and which areas need polishing. The purpose of conducting a gap analysis in an organisation is to determine the difference or ‘gap’

between the organisation's status quo and the desired goal. This difference or 'gap' is one that is needed to be filled in order for the organisation to excel at what they do.

Lorman (2021) states that understanding the current state of an organisation is a vital initial step in knowing how to conduct a gap analysis. The gap analysis allows the organisation members identify and define where exactly the organisation is lacking which keeps the organisation from reaching its goal and what it is that can be done and whether the necessary resources, equipment and skilled employees are available (Lorman, 2021). Additionally, a gap analysis allows for the organisation's performance to be measured in order to identify whether the goals, objectives, vision and mission of that particular organisation has been met. This is the best model an organisation can use when members of the organisation want to enquire on how to best meet their goals.

Sammut-Bonnici (2015) identifies five steps in carrying out a gap analysis. The first step to take when carrying out a gap analysis is to have knowledge of the current state of the organisation. It is imperative to know where the organisation stands and how things are being run. Discovering where an organisation stands before planning on how the organisation's goals can be met is very crucial. It is therefore vital that the mission and vision statements of the organisation are well known and understood by members of the organisation.

Secondly, Sammut-Bonnici (2015) identified the second step as identifying and envisioning where the organisation is set to be in the future. What does the organisation look like in five years? What goals and objectives does the organisation wish to fulfil? Once these questions have been answered, the next step to take is to identify the gap and determine ways to fill the identified gap. It is also imperative at this stage, to understand why there is a gap between the organisation's

current state and the desired state of the organisation. Furthermore, organisation members can develop a strategic plan which can help the organisation move forward, fill the gap and reach its desired state (Kenton, 2020). The last step to take when conducting a gap analysis in an organisation is to create a plan to improve matters and implement that plan in order to bridge the identified gap. Establishing which approaches to take in order to fill the gap between current state and desired state of an organisation allows the organisation to work towards its goals, vision and mission.

The researcher utilised this theory in order to determine whether the Municipality of Okahandja is working hard towards achieving its goals, vision and mission. The vision of the Okahandja Municipality states: To be an excellent, effective, professional and leading provider of municipal services in Africa that puts residents first. The mission states: To transform the town of Okahandja into a prosperous, safe, beautiful garden town, that is an industrial hub to Namibia and a tourist magnet for Southern Africa.

The Gap Analysis theory also enabled the researcher to determine whether most or at least some of the Municipality's objectives, its mission and vision have been met. This theory could allow the Municipality to assess its own performance and determine whether the employees are working towards achieving their desired goal. Moreover, having utilised this theory for the current research, the quality of services rendered by the Municipality to its residents could be determined. This is very imperative for the current study as it is one of the objectives the current study wished to fulfil.

The researcher employed this theory as explicated by Bordley (2014). To add on, not many researchers have utilised this theory therefore, this is another gap that the current study wished to fill. The researcher used this theory by integrating questions in the interview guide which would

enable not only the researcher but employees working at the Municipality determine the gap or gaps that exist between the Municipality's current state and its desired state.

SUMMARY

The chapter discussed literature relevant to the current study by looking at previous studies done on the topic. The chapter also presented and elaborated on the theoretical frameworks that guided this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. INTRODUCTION

This chapter discusses and explains the blueprint of the whole research project. It presents the research design, population of the study, the sample, data collection and analysis method and the tools used to collect the data as well as the research procedure.

3.2. RESEARCH PARADIGM

This research utilised the social constructionism paradigm which was pinned by Berger and Luckman in 1966 (Pressbook, n.d.). According to this paradigm, there are differences in what is known to be true. This is because different people have their own different opinions of what they consider to be “true”. Moreover, these opinions can and may change over time as people are exposed to other people’s ideas and opinions. The researcher chose this paradigm as it posits that reality and truth is based on the experiences and interactions people go through. This paradigm was fit for this study as the researcher sought to identify, determine and assess public service delivery on customer satisfaction, thus, requiring individuals’ experiences with service rendered by the municipality of Okahandja.

To add on, the social constructionist paradigm is of the perspective that people’s realities are shaped by their social interactions and experiences. This is enough justification for this study to have used this paradigm because participants gave their responses based on their experiences with the municipality.

3.3. RESEARCH APPROACH

This study utilised the mixed methods approach in order to enhance the credibility of the findings. This was done through administering questionnaires with structured questions to the residents of Okahandja, and conducting one-on-one interviews with employees of the Okahandja Municipality. The researcher believed that utilising a mixed-methods approach could yield best results for the current study.

Research approach can be understood as the plans and procedures taken by the researcher in order to conduct the study. This includes the type of sampling method that would be used, how data would be collected and analysed. Put simply, research approaches are the methods of data collection and analysis utilised by the researcher. According to Ngulube (2021) the research approach involves the steps that the researcher takes in collecting, analysing and interpreting data for a research project.

The qualitative research approach was chosen because it allowed the researcher to understand the perceptions and opinions of the topic under study from the consumer's perspective, while the quantitative research approach enabled the researcher to use questionnaires to gain accurate responses from the respondents. Qualitative research focuses on meanings, symbols and describing things. Berg and Howard (2012) state that tools such as structured questionnaires, observation checklists and in-depth interviews are usually utilised in order to gather sufficient data for a research project. According to these scholars, qualitative research studies are conducted in order to gain in-depth information about a certain topic. A qualitative approach focuses on words, definitions and meanings. It allows a researcher to collect data based on the participants' experiences, opinions and aspirations (Berg & Howard, 2012). It is more focused on people's

feelings and emotions about a certain topic or social issue and therefore creates a strong understanding about a topic under study.

On the other hand, a quantitative research design focuses on quantity and numbers (Ngulube, 2021). A researcher who utilises a quantitative approach to research aims to determine the number of respondents who reported something. It looks at percentages and is based on accuracy. According to Daniel (2016) quantitative research is more concerned with statistics and analysing descriptions of data using statistical packages which is more efficient. According to Daniel (2016) findings from a quantitative study may be generalised as the findings can be reflective of the wider society. Creswell (2015) explicates that quantitative research deals with examining a relationship between one variable and another. That is, quantifying and analysing data in order to get results from the collected data. Moreover, Daniel (2016) specifies that in quantitative research, only a specific variable or variables are studied to identify relationships between statistics.

The researcher therefore chose a mixed methods approach in order to integrate both qualitative and quantitative methods of data collection to receive best results on the topic under study. Moreover, a mixed-methods approach is considered to be one of the best and a reliable approach to research as it not only provides in-depth information about a topic or an issue, but also provides a researcher with statistical information and figures which one can describe as accurate results.

Creswell (2009) explains how utilising a mixed methods approach to research means utilising the strengths of both qualitative and quantitative research approaches. Additionally, one may gain more information by using both qualitative and quantitative research approaches as opposed to

using only one as it expands the understanding of social issues to the researcher. As a result, the researcher chose the mixed methods approach in order to gain an expanded and in-depth understanding of the topic under study.

3.4. RESEARCH DESIGN

A research design is referred to as the blue print of the study as it outlines the methods to be followed by the researcher. It includes the procedures to be followed by the researcher in order to answer the research questions or achieve the research objectives (Boru, 2018). According to Robson (2002) (as cited in Boru, 2018) there are three forms of research design a researcher could choose from according to the purpose of the research area. These are explanatory, exploratory and descriptive forms of research design.

The explanatory research design is utilised when the purpose of the study is to explain why something happens. It seeks to determine reasons and causes of why something happens and use the findings to either strengthen or weaken an explanation. The main reason why an explanatory research design is conducted is because of the discovery and reporting of possible relationships between different variables of the topic under investigation (Boru, 2018).

To add on, an exploratory research design is applied when a researcher wants find out more about a research topic as there are some aspects of that topic that are not clearly known or understood (Saunders *et al.*, 2003 cited in Boru, 2018). Though the purpose of conducting exploratory research is to fill the gaps of contemporary issues on which little knowledge is known about, the findings from this type of research design are not final as more can be added on to it. On the other hand, a descriptive design gives a description of how something happens, for example, how things are

related to each other (Boru, 2018). However, explaining why something happens is not a purpose of a descriptive research.

This study adopted an explanatory sequential design (Creswell, 2015) which starts with qualitative before quantitative, to understand the experience of the participants in terms of the services offered by the Okahandja Municipality. The researcher chose an explanatory sequential research design as the purpose of this study was to understand the feelings and experiences of the Okahandja Municipality residents and explain the service offered by the Okahandja Municipality. The researcher wished to understand this area of social life, as providing quality services to customer's forms part of the basic needs of people's lives.

It further used the correlational research design of the quantitative research to determine the relationship between service delivery and customer satisfaction in Okahandja Municipality. According to Bhandari (2022) a correlational study involves determining the relationship between two variables without the researcher manipulating or controlling those variables. Conducting a correlational study helped the researcher determine whether there is a positive or negative relationship between the quality of service rendered by the Okahandja Municipality and customer satisfaction of those services rendered.

Bhandari (2022) explains that the purpose of conducting a correlational study is to determine the strength of association between the variables under study. Moreover, Bhandari (2022) further explains that if a researcher wants to collect data from a natural setting in an efficient manner, then correlational research design is best for that study. Additionally, a correlational study helps the researcher generalise findings to a wider and larger population in an externally valid way.

One way to collect data using a correlational study is by making use of a questionnaire (Bhandari, 2022). Questionnaires are one way of collecting data using correlational research as the researcher can measure the variables of interest to the study. This can either be done face to face or online. To add on, the data collected using a correlational study can be analysed using regression analysis which gives a prediction of how much, change in one variable causes change in another variable (Bhandari, 2022).

3.5. POPULATION OF THE STUDY

A population of a study consists of the individuals who share the same characteristics that need to be studied or investigated in order for the research objectives to be met or the research questions to be answered. The population is the study's target population which would help the researcher meet the research objectives or answer the research questions (Majid, 2018). Shukla (2020) refers to the population as all the units on which the study's findings can be applied. In other words, one can refer the population of the study as being the larger group of people or variables that need to be studied in order for the researcher to attain the findings of the study. This larger group or variables need to possess certain and similar characteristics in order to render best results, which can be generalised.

The population of the current study is unknown (not numerically defined) for the quantitative part of the study. However, the unit of analysis consisted of the customers at the Okahandja Municipality in Otjozondjupa Region. For the qualitative part of the study targeted 9 management employees at the same municipality. The researcher chose the residents and employees of Okahandja Municipality as the population as they are the ones who could help the researcher answer and achieve the research objectives. The employees of the Okahandja Municipality helped

the researcher fulfil the objective of identifying any challenges that the Municipality faces in delivering quality services, while the residents gave more in-depth information on the services they receive and the quality of those services. Furthermore, the selected population also helped the researcher gain insights from both the employees and residents as to what can be done in the future to help address or avoid the situation under study.

3.6. SAMPLE SIZE

Due to the fact that it is almost impossible to conduct a study on the whole larger group, it is therefore imperative that a researcher creates a sample from the population on which the study will be conducted. Bhardwaj (2019) defines sampling as a procedure in which a researcher selects a representative number from a research study's population for purposes of conducting that study. Additionally, Bhardwaj (2019) states that in order for a sample to be good, it should be big enough to answer the research questions or achieve the study's objectives and should be a good representative of the study's population. This is to ensure that the findings attained from the sample can be generalised to the wider population.

There are various sampling methods a researcher can choose from in order to best carry out a study. Since the population of the study was unknown, the study applied the $n + 5(x)$ sampling approach to determine the simple size for the quantitative part of the study, which is more robust in cases of an unknown population where n can either be 50 or 10 while x is the number of ordinal variable (Gaskin, 2016; Hair et al., 2010). In particular, the study adopted the equation of Hair et al. (2010) where n is equated to 5. The ordinal variables were 8; therefore, the sample size was determined as follows:

$$\begin{aligned}\text{Sample size (Quantitative)} &= n + 5(x) \\ &= 10 + 5(8) \\ &= 50\end{aligned}$$

Moreover, the study adopted the purposive sampling technique to select the employees with adequate understanding of the challenges that the municipality is faced with. In that essence, the study selected 4 management employees, particularly those with at least 5 years of experience at the Municipality who are deemed to have a better understanding of the issues that the Municipality is faced with.

3.7. RESEARCH INSTRUMENTS

A research instrument is a tool that a researcher uses in order to collect data. This tool is determined by the research questions or the research objectives. DiscoverPhDs (2020) defines a research instrument as a tool utilised to collect, measure and analyse data. These tools include but are not limited to questionnaires, checklists, and an interview guide. The research instrument that a researcher chooses to utilise should be reliable and valid and answer research questions or meet research objectives. An interview guide was used to find out the challenges facing the Municipality in providing quality public service delivery and structured questionnaires were used to determine the participants' perceptions on the services provided by the Municipality.

An interview guide is used when an interviewer asks an interviewee a set of questions in order to fulfil the research questions or objectives of that study (Trigueros, Juan & Sandoval, 2017). An interview guide therefore holds the questions which the researcher would ask the participant(s).

There are types of interviews a researcher can choose from which include one-on-one and focus group interviews. For this study, the researcher utilised one-on-one in-depth interviews in order for the researcher to gain in-depth information about the topic under study for qualitative purposes. This type of interview was chosen because the researcher needed in-depth information from the participants and it was imperative that the participants gave their responses freely without being influenced by other people's feelings and opinions.

The researcher also utilised a questionnaire with structured questions for the quantitative part of the study. A questionnaire is known as a tool which encompasses a series of questions (structured, unstructured or open ended) which are asked to participants in order to obtain results for a topic under study (Roopa & Satya, 2012). Questionnaires are an important tool of data collection from a wider and larger population as they render information which can be used to explain a topic under study. The questionnaire was therefore used to obtain information about customers' experiences and expectations on service delivery by the Okahandja Municipality.

3.8. DATA COLLECTION PROCEDURE

The research procedure refers to the steps taken by the researcher in order for data to be collected. It gives a well written, detailed descriptive information about the preparations made by the researcher for data collection, the strategies and approaches taken for data to be collected (Bitonio, 2014).

Firstly, the researcher obtained permission from the University of Namibia's ethical committee and then presented that document through an email to the chief executive officer (CEO) of the Okahandja Municipality to also obtain permission for the study to be conducted. After this, the researcher informed the CEO of the Okahandja Municipality telephonically that the researcher

wished to conduct interviews with some of the employees. The researcher also informed the CEO that the researcher wanted to make an appointment with the employees for an interview which would be conducted after two weeks. After a while, the CEO granted permission to the researcher for the study to be conducted and the CEO advised the researcher to adhere to the COVID-19 regulations when conducting the interviews and suggested to have telephonic interviews instead. Consequently, the researcher cancelled the one-on-one, face to face interviews and conducted them telephonically instead.

Secondly, the researcher asked the CEO of the Okahandja Municipality to inform the employees that there would be interviews in the next two weeks, and that those who would be available could avail themselves. An email with names and numbers of participants who indicated that they were willing to participate in the study was sent to the researcher. After two weeks, the researcher called the Okahandja Municipality, briefed the person who received the call on the purpose of the study and asked for confirmation as to whether they gave consent for the study to proceed or not. After consent was given, the researcher informed the participants that they could withdraw from the interview at any time and that they were not forced to answer any question. The telephonic interviews lasted for 45-50 minutes.

As for the questionnaires, the researcher took a day to go to the city centre, urban and rural areas of Okahandja to administer questionnaires to participants who were convenient to the researcher. In all areas that were visited by the researcher, participants were briefed on the research topic and the purpose of the research. The objectives of the research study were also explained to the participants for better understanding. Once the study and its objectives were explained and consent was given, the researcher administered the questionnaires to the residents of Okahandja.

An agreement was communicated as to how and when questionnaires would be returned. The questionnaires were returned after one week of administration. Additionally, the researcher also created an online questionnaire using SoGoSurvey for participants who refused to collect a hard copy questionnaire. The researcher asked the participants how the link to the online questionnaire could be sent to the participants and an agreement was reached. The link to the online questionnaire was then shared with the participants. The online questionnaires were collected over two weeks.

3.9. DATA ANALYSIS

Data analysis refers to how researchers transform information received during data collection into meaningful information. According to the University of Pretoria (2022) data analysis is one of the most important parts of research. The University of Pretoria (2022) defines data analysis as the summarising and interpretation of data gathered through the use of analysis and logical reasoning to determine any relationships in variables or patterns and themes in information.

3.9.1. QUANTITATIVE DATA ANALYSIS

Quantitative data was analysed using a range of quantitative data analytical tools including the frequency analyses, descriptive statistics, correlation analysis, and multiple regression analysis using the Statistical Package for Social Sciences (SPSS) version 27 that was the latest available version during the study.

The study specified the regression model equation as:

Customer Satisfaction (Overall_Sat) = α + public service delivery + ϵ , where public service delivery = Water supply (Water) + Electricity supply (Electricity) + Rates and Taxes charges

(Rates_and_Taxes) + response to fire cases (Fire_Respon) + collection and disposable of house bins (Dustbin_Disp_H) + collection and disposable of street bins (Dustbin_Disp_Str + ϵ .

$$\text{Thus, Overall_Sat} = \alpha + \beta_1(\text{Water}) + \beta_2(\text{Electricity}) + \beta_3(\text{Rates_and_Taxes}) + \beta_4(\text{Fire_Respon}) + \beta_5(\text{Dustbin_Disp_H}) + \beta_6(\text{Dustbin_Disp_Str}) + \epsilon$$

The α is the constant, ϵ in the equation represents the error term, while β_1 to β_6 are the coefficients of the independent variable variables.

3.9.2. QUALITATIVE DATA ANALYSIS

Qualitative data was analysed using thematic analysis in which occurring themes and patterns in information gathered were identified. Thematic analysis refers to analysing qualitative data in order to identify, analyse, describe and report patterns or themes that are repeated in the data that is collected (Braun & Clarke, 2012). Underlying themes in data collected were identified and insights were offered on the underlying themes. According to Braun and Clarke (2012) thematic analysis is used to explain participants' experiences and opinions about a certain topic such as customers' perceptions on service delivered by the Okahandja Municipality.

3.10. ETHICAL CONSIDERATIONS

Arifin (2018) refers to ethical considerations as to how a researcher applies appropriate ethical etiquette in order to protect human subjects that are involved in the study. Additionally, ethical

consideration also includes the moral values and principles applied by the researcher to maintain integrity when collecting data. An ethical clearance to conduct the research was firstly obtained from the University of Namibia. Furthermore, a written permission for the study to be conducted at Okahandja was obtained from the Okahandja Municipality. Since, the study included human subjects, the researcher asked for permission for the study to be conducted, therefore, consent was given to the researcher by the participants before data was collected. Moreover, to ensure confidentiality, the research participants were assured that their identities would not be disclosed. In this case, the researcher referred to participants as “Respondent 1” and “Respondent 2”. Sources that were used in this research have been acknowledged and cited respectfully. Lastly, the data that was collected from this study was solely used for the purposes of this study and is being stored in a location accessible only to the researcher for a period of five years. It will be destroyed by formatting of the external drive and shredding of the hard copies.

3.11. SUMMARY

This chapter discussed the research approach and design. It also discussed the population of the study, sample and sampling method, the instruments used to collect the data, procedure of data collection, how data was analysed and ethical considerations employed by the researcher.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND RESULTS DISCUSSIONS

4.1. INTRODUCTION

The aim of this chapter is to present the data, analyse it, interpret the results, and provide a discussion on findings. As a mixed-methods study, this chapter begins with the quantitative analysis and ends with the qualitative analysis. Firstly, with respect to the quantitative aspect of the study, this chapter summarises the statistics in terms of response rate and data screening using Advanced Excel Sheet. Following that are an in-depth data analyses that are conducted using a range of quantitative data analytical tools including the frequency analyses, descriptive statistics, correlation analysis, and multiple regression analysis using the Statistical Package for Social Sciences (SPSS) version 27 that was the latest available version during the study. Lastly, the chapter interprets the results with a brief discussion. The following section covers the quantitative aspect of the study beginning with the response rate.

4.2. RESPONSE RATE

The study targeted a sample size of 50 residents of Okahandja Municipality. Thus, the researcher distributed the questionnaire randomly to the sampled participants through social media and pick drop-off and pick-up method to the residents who do not have access to social media platforms like Facebook, WhatsApp, and others. All 51 responses were received from the respondents, and they were all taken through for data screen as explained in the next section. Your numbers are not tallying

4.3. DATA SCREENING

Before beginning with the in-depth analyses, the researcher checked the data to ensure that it was appropriate for the purpose of the investigation. Thus, purpose of this section is to determine if there are any missing values or unengaged replies in the data that should be addressed to avoid unwanted results and inaccurate conclusions.

4.3.1. Missing data

To identify the missing data, the study used the 'Countblank' function in Excel Sheet. In that regard, a countblank value of zero suggests that there are no missing data in the replies while a number greater than zero shows that there are missing data in the responses (Kline, 2011). Thus, Kline (2011) proposes that responses with less than 20% missing data should be handled by imputing the mean, median, or mode value or by applying the known replacement method of using the before or after value, while those with more than 20% missing data should be removed from the dataset. The Countblank results for this study revealed six responses with missing data, as indicated in table 4.3.1. However, only 1 of the responses with missing data has achieved a 20% rate of missing data at 36.84% while the rest had missing data of 5.26%. As suggested by Kline (2011), the researcher used the replacement method (RM) to replace the missing data with the mean values for the responses having missing data accounting for less than 20% and delete the response with missing data greater than 20%. Therefore, only 49 responses were considered for further analysis, starting from the unengaged responses detection in the following section

Table 4.3.1: Missing data detection and handle

Respondent	Missing Data	Rate (%)	Decision
1	0	0	-
2	0	0	-
3	0	0	-
4	0	0	-
5	0	0	-
6	0	0	-
7	1	0.052631579	RM (mean)
8	0	0	-
9	0	0	-
10	0	0	-
11	0	0	-
12	0	0	-
13	0	0	-
14	7	0.368421053	Delete
15	0	0	-
16	0	0	-
17	0	0	-

18	0	0	-
19	1	0.052631579	RM (mean)
20	0	0	-
21	1	0.052631579	RM (mean)
22	1	0.052631579	RM (mean)
23	0	0	-
24	0	0	-
25	0	0	-
26	0	0	-
27	0	0	-
28	0	0	-
29	0	0	-
30	1	0.052631579	RM (mean)
31	0	0	-
32	0	0	-
33	0	0	-
34	0	0	-
35	0	0	-

36	0	0	-
37	0	0	-
38	0	0	-
39	0	0	-
40	0	0	-
41	0	0	-
42	0	0	-
53	0	0	-
44	0	0	-
45	0	0	-
46	0	0	-
47	0	0	-
48	0	0	-
49	0	0	-
50	0	0	-

Source: Author's compilation

4.3.2. Unengaged response

Adding to the data screening, the researcher used the approach of unengaged responses to filter the data. According to Kline (2011), unengaged responses have same answers to all the questions; for instance, the when respondent chose only "Strongly Agree" (5) for each question, or patterned responses such as 1, 2, 3, 1, 2, 3 or 1, 1, 1, 2, 2, 2, 2, 3, 3, 3. This was calculated using the 'STDEV.S' function in Excel Sheet, where a standard deviation of zero indicates an unengaged response that should be eliminated from the dataset and a standard deviation greater than zero indicates an engaged response (Kline, 2011). As shown in table 4.3.2, all standard deviation values for this study were exceeded 0 after deleting the respondent with missing data greater than 20%, suggesting that there were no unengaged replies.

Table 4.3.1: Missing data detection and handle

Respondent	Response Engagement	Decision
1	1.58113883	Engaged
2	1.060660172	Engaged
3	2	Engaged
4	1.511857892	Engaged
5	1.597989809	Engaged
6	1.885091889	Engaged
7	1	Engaged
8	1.488047618	Engaged

9	1.995530721	Engaged
10	1.38873015	Engaged
11	1.38873015	Engaged
12	1.885091889	Engaged
13	1.302470181	Engaged
14	1.302470181	Engaged
15	1.505940617	Engaged
16	1.356202682	Engaged
17	1.164964745	Engaged
18	1.527525232	Engaged
19	1.669045921	Engaged
20	1.214985793	Engaged
21	1.902379462	Engaged
22	1.597989809	Engaged
23	1.488047618	Engaged
24	1.356202682	Engaged
25	1.690308509	Engaged
26	1.597989809	Engaged

27	1.642080562	Engaged
28	1.164964745	Engaged
29	1.889822365	Engaged
30	1.069044968	Engaged
31	2.199837656	Engaged
32	1.488047618	Engaged
33	1.187734939	Engaged
34	1.356202682	Engaged
35	1.552647509	Engaged
36	1.187734939	Engaged
37	2.133909892	Engaged
38	1.281739889	Engaged
39	1.164964745	Engaged
40	1.922609833	Engaged
41	1.726888201	Engaged
42	1.505940617	Engaged
53	1.187734939	Engaged
44	1.505940617	Engaged

45	1.922609833	Engaged
46	1.195228609	Engaged
47	1.187734939	Engaged
48	1.187734939	Engaged
49	1.726888201	Engaged

Source: Author's compilation

4.4. FREQUENCY ANALYSES

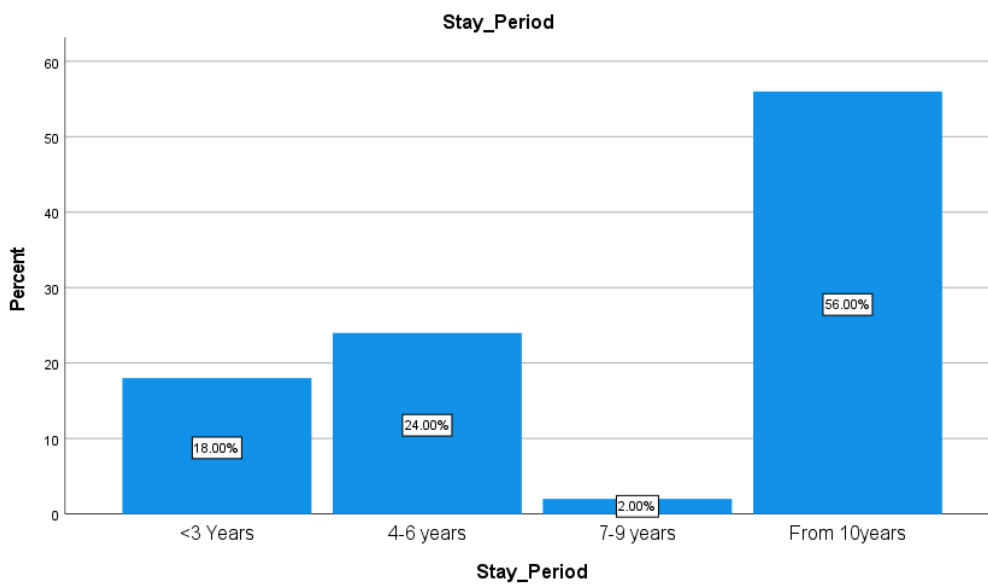
Analyses of the frequencies for the categorical data was done by using the frequency analysis tool in SPSS. The study assessed the frequency of the residents' duration of stay or engagement with the Municipality of Okahandja, their location, availability of clean water and issues concerning water, availability of streetlights, availability of prepaid electricity boxes, electricity supply services, flushing toilets and overflowing sewage issues, availability of parks, availability of the dustbins, and road conditions. The following subsections present the findings for frequency analyses of the categorical data.

4.4.1. Duration of stay under the Okahandja Municipality

This section sought to determine the number of years that the participants have been staying under the Okahandja Municipality. The study categorised the duration of stay into four groups as at most 3 years, 4-6 years, 7-9 years and at least 10 years. As illustrated in figure 4.4.1, most of the participants accounted for 56% indicated that they have been under the leadership of Okahandja Municipality for 10 or more years while only 18% have been there for maximum 3 years. In brief,

at least 82% of the participants have stayed for at least 4 years under the leadership of the Okahandja Municipality, which means that the participants have a sufficient experience with the Okahandja Municipality to provide accurate data that maximises the quality and reliability of the results.

Figure 4.4.1: Frequency for period of stay



Source: Primary data

4.4.2. Participants' location

More to the frequency analysis, the study sought to determine the locations of the participants. Based on results of the frequency analysis of the participants' location presented in figure 4.4.2, the participants came from 10 locations of the Okahandja Municipality. The vast majority accounted for 34% represented Veddersdal, 20% represented Nau-Aib, 14% represented Town and Smarties each, 4% represented Osona village, Extension 6, and Budget homes each. The

remaining represented 5 Rand location, Extension 1, and Oshetu in equal proportions of 2% each. These findings show that the participants come from various of locations, which enhances the reliability of the study as the results are not skewed to a specific location. Hence, enabling the generalisation of the results across the locations under the Okahandja Municipality.

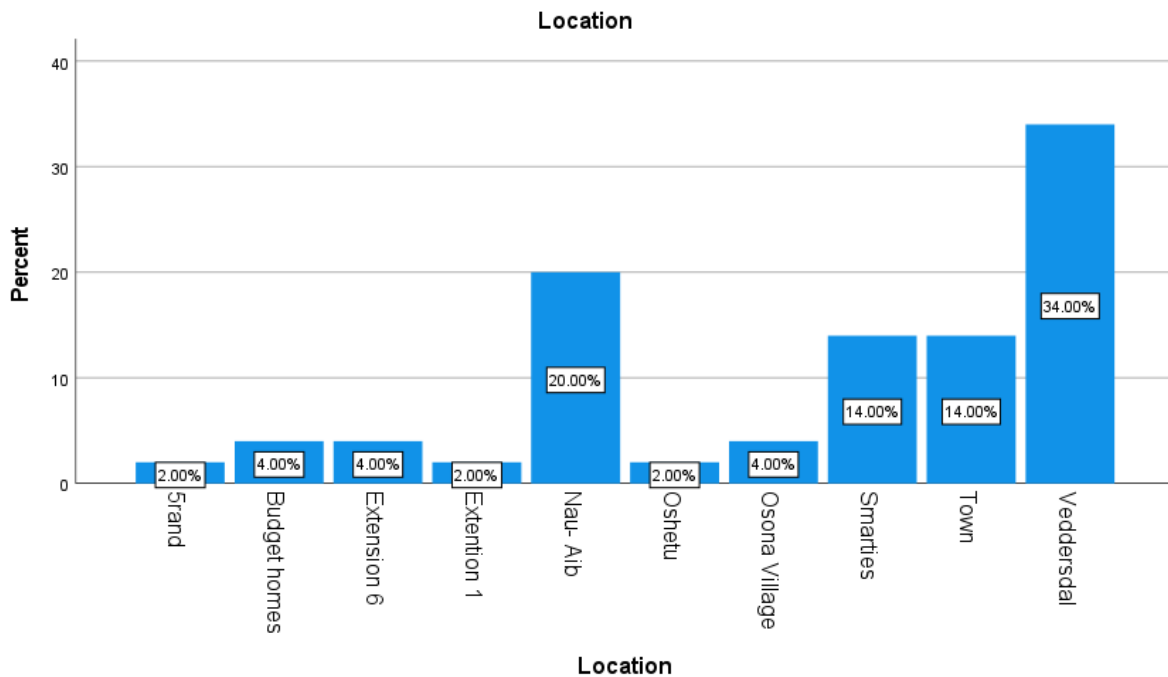


Figure 4.4.2: Frequency analysis of the participants' locations

Source: Primary data

4.4.3. Availability of key facilities

This section sought to find out whether the Okahandja Municipality provides the following essential facilities such as clean water, streetlights, prepaid electricity boxes, flushing toilets, parks, and dustbins. In so doing, the study applied the frequency analysis and table 4.4.3 presents the results regarding the availability of these essential facilities.

Table 4.4.3: Availability of key facilities

Facility	Availability		Total
	Yes (%)	No (%)	
Clean water	76	24	100
Streetlights	58	42	100
Prepaid electricity box	90	10	100
Flushing toilet	92	8	100
Parks	12	88	100
Dustbin	68	32	100

Source: Primary data

As displayed in table 4.4.3, 92% of the participants indicated that they have access to flushing toilets. Furthermore, 90%, 76%, 68%, and 58% indicated that the availability of prepaid electricity boxes, clean water, dustbins, and streetlights, respectively. However, only 12% indicated the availability of parks. Overall, it is evident that the residents of Okahandja Municipality have access to the essential facilities. Nevertheless, these results do not determine the extent to which the customers are satisfied with the delivery of the services associated with these facilities. Thus, a need for further analyses to assess the influence of these services' delivery on customers' satisfaction. The next section illustrates the issues concerning the delivery of these essential services at the Okahandja Municipality.

4.4.4. Issues pertaining the delivery of the essential facilities

Given the evidence in the previous section that the residents have access to the essential facilities, this section sought further to find out if there are issues pertaining the delivery of these services. As depicted in table 4.4.4, the results show that there are water and overflowing related issues where 66% of the participants indicated that they have complained about water related issues while 60% indicated that they have complained about overflowing sewages over the past three months.

Table 4.4.4: Issues pertaining the delivery of key facilities

Issue	Availability		Total
	Yes (%)	No (%)	
Water issues	66	34	100
Overflowing sewage issues	60	40	100

Source: Primary data

While these results indicate that there is room for improvement in the supply of water and maintenance of the sewages, the available evidence is not adequate to conclude that customers are dissatisfied. Thus, a call for further analyses into the phenomenon using the robust statistical analyses such as the inferential statistics. In that light, the following section presents the descriptive statistics, which is a stepping stair to inferential statistics.

4.5. DESCRIPTIVE STATISTICS

The study's instrument used a 5-points Likert scale where 1 represented strongly disagree, 3 is neutral while 5 is strongly agree. Thus, to determine the nature of the ordinal data, the study employed descriptive statistics analysis and the results are presented in table 4.5.

Table 4.5: Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Water	50	1	5	2.70	1.555
Electricity	50	1	5	2.40	1.443
Rates_and_Taxes	50	1	5	2.54	1.460
Fire_Resp	50	1	5	2.96	1.246
Dustbin_Dis_H	50	1	5	3.58	1.032
Dustbin_Dis_Str	50	1	5	3.29	1.061
Overall_Sat	50	1	5	2.34	1.099
Valid N (listwise)	50				

Source: Primary data

The collection and disposal of the house dustbins (Dustbin_Dis_H) has the highest mean of 3.58 followed by Dustbin_Dis_Str (3.29), and Fire_Resp (2.96). This indicates that the participants were mainly neutral about the delivery disposal of house and street dustbins, and how the Okahandja Municipality respond to fire cases. Moreover, other variables recorded mean values

between 2.70 and 2.34, implying that the respondents were mainly disagreeing with the quality-of-service delivery at the Okahandja Municipality in terms of water supply, electricity supply, and fares and taxes charged, as well as their overall satisfaction. The method used does not bring out the inference well. This is a sign of customer dissatisfaction. However, these findings are not adequately robust to conclude the presence of poor customer satisfaction at the Okahandja Municipality. Thus, a call for further analyses with inferential statistics. The following section measures the normal distribution of the data that informs the type of the inferential statistics to be conducted.

4.6. NORMALITY TEST

The study used a normality test to measure if the data were spread out in a normally and figure out which inferential statistics to use for ordinal data. This study performed the normality test using the Shapiro-Wilk test for datasets with less than 100 and the results reveal that none of the variables were statistically significant. This means that the data are normally distributed. To validate this, the study conducted the skewness and kurtosis tests of normality, which are shown in table 4.6.

Table 4.6: Skewness and Kurtosis test of normality

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Water	50	0.017	0.337	-1.670	0.662
Electricity	50	0.272	0.337	-1.546	0.662
Rates_and_Taxes	50	0.082	0.337	-1.658	0.662

Fire_Resp	50	0.013	0.350	-0.840	0.688
Dustbin_Disp_H	50	-0.456	0.337	0.482	0.662
Dustbin_Disp_Str	50	-0.390	0.340	0.528	0.668
Overall_Sat	50	0.522	0.337	-0.305	0.662
<hr/>					
Valid N (listwise)	50				

Source: Primary data

When the skewness and kurtosis values are less than ± 2 in absolute values, then the data is said to be normally distributed (George & Mallery, 2010; Sposito *et al.*, 1983) while another rule says that the value must be more than or equal to ± 10 in absolute values. However, Kline (2011) says that the less than ± 2 criterion is hard to meet, while a greater than ± 10 rule is not precise enough and it is way too flexible. Thus, Kline (2011) suggests that the absolute values of the skewness and kurtosis should be less than ± 3 . This study relied on Kline's recent advice (2011). In that view, all the skewness and kurtosis values were within the allowed threshold of ± 3 in absolute values as depicted in table 4.6. This shows that the data is normally distributed, and this backs up the results of the Shapiro-Wilk test. Given the evidence that the data is normally distributed, inferential statistics used the Pearson correlation analysis and multiple regression analysis that fit well the normally distributed data.

4.7. RELIABILITY TEST

Reliability refers to how stable and consistent the data collected is to measure the phenomenon (Taherdoost, 2016). Thus, this study conducted the reliability test to measure the internal consistency of the questionnaire used to collect data. In this essence, the study used Cronbach's

Alpha. Cronbach's Alpha has an alpha coefficient that lies between 0 and 1 where an alpha coefficient of at least 0.7 is good and shows that the instrument is consistent, while an alpha coefficient of less than 0.7 shows that the instrument is not consistent (Gaskin, 2016). As shown in table 4.6, the Cronbach's Alphas for the reliability test is 0.711, which is greater than 0.7. This means that the instrument is consistent, and so the data is reliable.

Table 4.7: Reliability Statistics

Cronbach's Alpha	N of Items
0.711	7

Source: Primary data

4.8. VALIDITY

Validity is a measure of how well the collected data cover the main aspects of the study (Taherdoost, 2016). Thus, validity testing helps to find out if the researcher can draw conclusions from the data gathered with the research instrument. Taherdoost (2016) identifies four main types of validity as face validity, content validity, construct validity, and criterion validity. Given these types of validity, this study applied the content validity based on its ability to cover the content universe to which the questionnaire could be generalised (Farideh, 2003).

Thus, content validity was used to figure out how well the questions in the questionnaire covered the research goals. In so doing, coverage efficacy was judged by a panel of academic experts who looked at how important and useful the questions constituted in the questionnaire were. The panel's suggestions led to the questionnaire being changed in the right ways to ensure that the

questionnaire is properly tailored to capture all the important parts of the study and ultimately serve validity.

4.9. CORRELATION ANALYSIS

The normality test in section 4.6 indicates the normal distribution of the data. In that regard, the study conducted Pearson correlation analysis that is applicable for formally distributed data to measure the extent to which the variables are correlated of each other. Table 4.9 displays the results from Pearson correlation analysis.

Table 4.9: Correlation analysis results

	1	2	3	4	5	6	7
Water	1						
Electricity	0.482**	1					
Rates_and_Taxes	0.432**	0.419**	1				
Fire_Resp	0.084	-0.013	0.038	1			
Dustbin_Disp_H	-0.004	-0.022	0.032	0.018	1		
Dustbin_Disp_Str	0.108	-0.111	-0.094	0.248	0.448**	1	
Overall_Sat	0.395**	0.466**	0.354*	-0.005	-0.159	0.221	1

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

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

Source: Primary data

As detailed in table 4.9, the study found the highest correlation of 0.482 between water and electricity, followed by 0.466 between the Overall_Sat and electricity, 0.448 between the Dustbin_Disp_Str and Dustbin_Disp_H, 0.432 between water and Rates_and_Taxes, 0.419 between electricity and Rates_and_Taxes, and 0.395 between water and Overall_Sat. These correlations are all statistically significant at 1% level of significance. Against that, the lowest positive correlation exists between Dustbin_Disp_H and Fire_Respon (0.018) while negative correlations exist between water and Dustbin_Disp_H (-0.004); electricity and Fire_Respon, Dustbin_Disp_H, and Dustbin_Disp_Str at -0.013, -0.022, and -0.111, respectively; between s Dustbin_Disp_Str and Rates_and_Taxes (-0.094); as well as between Overall_Sat and Fire-and_Rates and Dustbin_Disp_H at -0.005 and -0.159, correspondingly.

In brief, the study reveals that the variables relatively correlated to each other where some are positively correlated to each other while others are negative. However, correlation analysis does not determine the causal relationship. Thus, the multiple regression analysis was conducted for that purpose. Moreover, no extremely high correlations that are unfavourable as they can lead to multicollinearity and incorrect results when incorporated in the regression model separately were found. Therefore, the study included all the variables in the regression model as detailed in the following section.

4.10. MULTIPLE REGRESSION ANALYSIS

Following the findings from the normality test that the data was normally distributed, the study conducted the multiple regression analysis to determine the causal link between the dependent and

the independent variable. In detail, it was used to assess how the public service delivery with respect to water supply, electricity supply, rates and taxes charges, response to fire cases, collection and disposal of house bins, as well as street bins impact customer satisfaction (dependent variable) at Okahandja Municipality. The following section presents the regression model fit.

4.10.1. Model fit

The study used a combination of the R-value, the R-squared value, the F-value, and the significance level of the model to determine the goodness fit of the regression model to the data. In that view, the high the R-value, R-squared value, and F-value, the better the model. Furthermore, a statistically significant level of the model also shows that the model is good. Tables 4.10.1.1 and 4.110.1.2 show the regression model summary and the regression ANOVA, respectively that determine how well the model fits the data.

Table 4.10.1.1: Regression model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.777 ^a	0.604	0.549	0.175

a. Predictors: (Constant), Water, Electricity, Rates_and_Taxes, Fire_Respon, Dustbin_Disp_H, Dustbin_Disp_Str

Source: Primary Data

As illustrated in tables 4.10.1.1, the R-value is adequately large at 0.777 which indicates a goodness fit of the model to the data. Moreover, the R-squared is also large enough to at 0.604. This implies that 60.4% of variation in customer satisfaction at Okahandja Municipality is accounted for by the service delivery of water supply, electricity supply, rates and taxes charges, response to fire cases, collection and disposable of house bins, and street bins on a sample level. On a population level, the adjusted R-squared value (0.549) determines it. That the independent variables account for 54.9% of variation in the customer satisfaction at Okahandja Municipality on a population level. In brief, these findings reveal that the model fits well to the data.

Table 4.10.1.2: Regression ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	26.290	6	4.382	5.722	.000 ^b
Residual	32.930	43	0.766		
Total	59.220	49			

a. Dependent Variable: Overal_Sat

b. Predictors: (Constant), Water, Electricity, Rates_and_Taxes, Fire_Respon, Dustbin_Disp_H, Dustbin_Disp_Str

Source: Primary data

More to the model fit, the regression ANOVA output shows the F-value and the significance of the model. As displayed in table 4.10.1.2, the F-value is large enough at 5.722 to validate the goodness fit of the model. Furthermore, the model is statistically significant, given the significant value of 0.000 that is less the significance level of 5%. Based on these findings, it is evident that the model fits well to the data; thus, giving accurate results. The following section illustrates the multiple regression results.

4.10.2. Multiple regression coefficient

In the regression model, the study treated customer satisfaction (Overall_Sat) as the dependent variable and public service delivery in terms of water supply, electricity supply, rates and taxes charges, response to fire cases (Fire_Respon), collection and disposable of house bins (Dustbin_Disp_H), and collection and disposable of street bins (Dustbin_Disp_Str. Table 4.10.2 depicts the regression coefficient results. As detailed by Nautwima and Asa (2021), the signs of the coefficient show the direction of the relationship between the variables where a positive (+) sign implies a direct relationship is direct, while a negative (-) sign means that the relationship is inverse.

Table 4.10.2: Regression analysis summary

Model		Beta	Std. Error	T	Sig	Tolerance	VIF
1	(Constant)	0.183	0.626	1.889	0.066		
	Water	0.075	0.099	0.540	0.592	0.663	1.508
	Electricity	0.378	0.104	2.772	0.008	0.695	1.438

Rates_and_Taxes	0.222	0.100	1.671	0.102	0.735	1.360
Fire_Respon	-0.114	0.108	-0.965	0.340	0.934	1.071
Dustbin_Dis_H	-0.362	0.137	-2.806	0.008	0.777	1.287
Dustbin_Dis_Str	0.461	0.142	3.394	0.001	0.700	1.429

a. Dependent Variable: Overall_Sat

Source: Primary data

Relying on the findings displayed in table 4.10.2, the study specified the regression model equation as: Customer Satisfaction (Overall_Sat) = α + public service delivery + ϵ , where public service delivery = Water supply (Water) + Electricity supply (Electricity) + Rates and Taxes charges (Rates_and_Taxes) + response to fire cases (Fire_Respon) + collection and disposable of house bins (Dustbin_Dis_H) + collection and disposable of street bins (Dustbin_Dis_Str + ϵ).

Thus, Overall_Sat = α + β_1 (Water) + β_2 (Electricity) + β_3 (Rates_and_Taxes) + β_4 (Fire_Respon) + β_5 (Dustbin_Dis_H) + β_6 (Dustbin_Dis_Str) + ϵ

The α is the constant, ϵ in the equation represents the error term, while β_1 to β_6 are the coefficients of the independent variable variables.

Hence, Overall_Sat = 0.183 + 0.075(Water) + 0.378(Electricity) + 0.222(Rates_and_Taxes) - 0.114(Fire_Respon) - 0.362 (Dustbin_Dis_H) + 0.461(Dustbin_Dis_Str) + ϵ

Following these results, the constant is 0.183 as shown in the equation above. This implies that, the overall customer satisfaction stands at 18.3% in the absence of public service delivery in terms of water supply, electricity supply, rates and taxes charges, response to fire cases (Fire_Respon), collection and disposable of house bins (Dustbin_Disp_H), and collection and disposable of street bins (Dustbin_Disp_Str). Besides the constant, public service delivery with respect to the collection and disposable of street dustbins (Dustbin_Disp_Str) recorded the highest positive influence of 0.461 on customer satisfaction. This is an indication that customers at the Okahandja Municipality are moderately satisfied with the collection and disposable of street dustbins. Therefore, an improvement of 1% in this service delivery can augment customer satisfaction by 46.1%. The next components of public service delivery with the highest impacts on customer satisfaction at Okahandja Municipality was the supply of electricity (0.378) followed by fares and taxes charged (0.222). These results imply that the customers are relatively satisfied with the supply of electricity and the fares and taxes charged. Hence, an improvement of electricity supply by 1% will enhance customer satisfaction by 37.8% while an improvement in the maintenance of charges will enhance it by 22.2%. Lastly, water supply recorded the lowest positive influence 0.075. This signifies a slight satisfaction of customers in with regards to water supply at the Okahandja Municipality. Thus, an increase on 1% in service delivery of water will result in a mere 7.5% of customer satisfaction.

These results are in line with the findings of Hailu and Shifare (2019) who found a positive relationship between service delivery and customer satisfaction in Ethiopian public sector. Moreover, the results are also corresponding to the findings of Singh (2013) who found high customer satisfaction in the Indian Banking sector due to service quality service delivery as well as Ramdhani et al. (2017) who found that vehicles quality customer services at Ford retain and

gain new customers. Therefore, effective service delivery is essential for enhancing customer satisfaction that drives the performance of the organization. Hence, the Municipality should embrace the delivery of quality service.

Against the positive impacts of the aforementioned public service delivery on customer satisfaction at the Okahandja Municipality, the collection and disposal of house dustbins (Dustbin_Disp_H) and response to fire (Fire_Respon) components recorded inverse impacts on customer satisfaction of -0.362 and -0.137, respectively. These results indicate customer dissatisfaction with regards to the extent to which the Okahandja Municipality collect and dispose house dustbins and how they respond to fire cases. Therefore, an increase in the currently situation of delivering these services (worsen) by 1% will lead to a corresponding reduction of 36.2% and 13.7% of customer satisfaction.

These results are corresponding to the findings of Namupala (2019) who found that customers were not satisfied with the services rendered to them by the public sector enterprises, particularly NamPower. According to the ideology of Indeed (2021), well developed and maintained elements of service quality enable the organization to achieve its long-term goal. However, these findings reveal that the Okahandja Municipality does not adequately develop and maintain the elements of service quality in terms of collection and disposal of house dustbins (Dustbin_Disp_H) and response to fire (Fire_Respon). Failure to address this issue may deter or delay the Municipality to attain its long-term goals. Therefore, it is vital for the Municipality to improve its service delivery regarding the collection and disposal of the dustbins, as well as its way of responding to fire cases.

4.10.3. Collinearity test Such tests normally precede the regression analysis to preserve flow. The regression analysis becomes more plausible

To determine the amount of multicollinearity in a set of variables in the model, the regression model incorporated the collinearity diagnostics statistics that was measured using the variance inflation factor (VIF) as shown in table 4.10.2. Following to the rule of thumb, the VIF value that is less than 10 is mostly preferred as it indicates that the model has a high tolerance for variation, which means that it does not have multiple collinearities. Besides that, a high value for the VIF means that the model has a low tolerance for variation, which means that it is suffering from multiple collinearities. As illustrated in table 4.10.2, the VIF values of all the variables are less than 10, with the lowest of 1.071 for Fire Response, implying the highest tolerance of 93.4%. The Dustbin_Disp_H variable recorded the second lowest VIF of 1.287 followed by Rates_and_Taxes (1.360), Dustbin_Disp_Str (1.429), electricity (1.438) and water (1.508). These indicate moderate tolerance 77.7%, 73.5%, 70%, 69.5%, and 66.3%, respectively as shown in table 4.10.2. Overall, the results indicate that the model is not suffering from multiple collinearities.

4.11. ANALYSIS OF FINDINGS FROM THE INTERVIEWS

4.12. Introduction

The current study assessed public service delivery on customer satisfaction with a keen interest on the Okahandja municipality. It sought to determine customers' perceptions on services delivered by the municipality, challenges faced by the residents, challenges faced by the municipality in rendering quality services and strategies that can be followed in order to better services rendered and minimise those challenges. The assessment of the current research was guided by the objectives mentioned in chapter one. The quantitative analysis of the current chapter is presented in the first part of this chapter. This part thus analyses and discusses the qualitative

data collected for the current study. The findings are presented research question by research question as presented in the interview guide in order to have a structured and organised presentation of the study's results.

4.12.1. Demographics and services provided by the municipality

Four employees from the municipality of Okahandja were randomly selected in order to participate in the study. All four respondents participated in the study and answered all questions, which gave a hundred percent response rate. Each of the respondents worked at the municipality for thirteen, three, ten and five years respectively. The rationale behind asking the years that the employees have been working at the municipality is to determine their knowledge on everything that is going on at the municipality, including its processes, projects, vision, mission and goals.

The respondents were asked to list the types of services they provide to the residents of Okahandja Town. Responses ranged from basic services such as water, sanitation, roads, electricity, fire extinguishing services and refuse removal. According to Indeed (2021) there are four components of service delivery of which customer service is one of them. Customer service refers to the provision of resources to customers and in this case, the residents. This means that the Okahandja municipality has at least one of the components of services deliver included in their organisational culture. Other services offered by the municipality as stated by the employees are town cleaning, de-bushing, provision of recreational facilities, house plans approval, cleaning the environment and provide land for housing. The table below (Table 4.12) presents the responses from each respondent on the types of services offered at the municipality.

Table 4.12. Services provided by the municipality as stated by the respondents

Respondent	Respondent 1	Respondent 2	Respondent 3	Respondent 4
Types of services provided	-Water	-Water	-Electricity	-Water
	-Sanitation	-De-bushing	-Water	-Sanitation
	-Roads	-Sanitation	-Build and repair roads	-Roads
	-Electricity	-Fire-Extinguisher	-Sanitation	-Electricity
	-Fire-Extinguisher	-Refuse removal	-Fire -Extinguisher	-Remove dustbins weekly
	-Refuse removal	-Roads	-Refuse removal	-Approve plans for housing
	-Environment cleaning	-Electricity	-Cleaning	-De-bushing
	-Town cleaning		-House plans approval	
	-Land for housing	-Provie recreational facilities	-De-bushing	

Based on these findings, it is evident that the municipality renders various basic services needed by the residents. As previously mentioned in chapter one, these services offered by the municipality play an important role in the improvement of people’s quality of life as it has the

ability to give people the opportunity to enjoy a stress-free life and keep individuals healthy and comfortable.

4.12.2. Challenges facing the municipality in delivering quality public services

In order for an organisation's culture to thrive, it needs to create value that offers the best quality of services and render those services according to customers' needs. This will not only increase the revenue of the organisation but it will also lead to the creation of a good name for it. One of the objectives of the current study was to analyse the challenges facing the municipality in providing quality public service delivery. Various studies conducted previously (Hailu & Shifare, 2019; Namupala, 2019; Singh, 2013) prove that there is a contemporary social issue in our societies on customer services rendered by various organisations and companies, therefore, leading to a search for answers as to why some companies and organisations do not render quality services to their customers. The researcher thus thought it imperative to identify the challenges that are faced by the municipality in delivering quality public services.

All four of the respondents answered the question and their responses varied from aging equipment, insufficient funds from the Ministry, costs that do not generate a profitable income, inadequate employee capacity, lack of community participation and customers not paying their bills on time. This means that if the municipality is faced with challenges that prevent it from delivering quality public service, then it could be difficult for the maintenance of the elements of service culture. This is what the first respondent had to say when asked about challenges they face as employees in delivering quality public service:

Respondent 1: *“There are quite a lot of challenges that we face as service providers. Unfortunately, one thing that the residents fail to understand is that most of the challenges are caused by them. For example, if the customers do not pay their bills on time, it means that we can also not for example pay for bills to replace new equipment nor start or continue on a project. Moreover, an organisation such as the municipality cannot operate on its own. It needs the help and support of and from the community by raising their concerns, offering suggestions etc. that will help the municipality to function to its best level and offer top quality services. Another thing is that we also receive funds from the ministry. At times, we do not receive enough funds from the ministry that will help us cater for needs. This then means that we don’t get enough funds from the ministry and also customers who don’t pay their bills at all, and others who don’t pay their bills on time. This really delays the development of the municipality and causes us to be painted as an organisation that does not deliver great service.”*

Based on this response, one can tell that the community plays a big role in the development of the municipality and how it functions. Kalonda and Govender (2021) conducted a similar study and their findings also revealed that financial challenges are one of the biggest challenges faced by independent organisations in delivering quality service. All four respondents had very similar responses except for a few factors which were not mentioned by either of them. In addition to the above quote from Respondent 1, these were Respondent 2’s opinion:

Respondent 2: *“I think that servicing land is very expensive and because we have very little funds, it is really a challenge delivering that type of service to the residents. Also, there is a presence of inadequate employee capacity. This is really very challenging because when for instance, I am unable to perform a task the way it’s supposed to because I was not exposed to training on it first,*

it will be difficult for me to deliver the service that is needed. Another challenge is customers not paying their bills...especially on time. It delays projects and development. I am sure you also complain about the roads and buildings which are old and need repairing. All these things are known. We are aware of all these complaints...including street lights, however, delays of payments also delay these things.”

In addition to the above response, Respondent 2 also mentioned costs that do not generate a profitable income as one of the challenges faced by the municipality. These findings are similar to those of Makanyeza, Kwandayi and Ikobe (2013) who stated that corruption, lack of accountability and transparency, lack of community participation and inadequate employee capacity were some of the findings to their study.

Respondent 3: *“Poor planning. There is a saying that states if you fail to plan, you plan to fail. I think this is very important when carrying out any sort of duty. Other challenges are delivering land for housing, dumpsite, aging infrastructures and residents not paying.”*

This response mirrors Indeed’s (2021) statement that developing and maintaining elements of service culture can help with long-term success of an organisation. This means that an organisation needs to understand and put its organisational culture into practice. Furthermore, employees need to be engaged, a component of service delivery as presented by Indeed (2021). It refers to the attitudes and values of the employees towards their duties and responsibilities at their work places. It is therefore imperative for organisations to be aware of and thoroughly understand the service

culture of that organisation, which includes the organisation's mission, vision, goals, objectives and work principles (Indeed, 2021). Lastly, Respondent 4 responded to the question by listing the challenges they face at the municipality. These are: aging infrastructure such as sewer pipes, roads, street lights, insufficient funds from the ministry, customers not paying on time, poor planning, delivery of land for housing and lack of community participation. All four respondents further explained that some challenges are in the process of being addressed, although none have as of yet been addressed.

The findings from this question fulfils the second objective of the current study which was to analyse the challenges facing the municipality in providing quality public service. The results revealed that financial constraints, community participation, inadequate employee capacity and poor planning are some of the challenges faced by the municipality in delivering quality public service.

4.12.3. What has been done so far to minimise the mentioned challenges

Indeed (2021) identifies service quality as a component of service delivery. This includes the programs that an organisation has put in place in order to improve service delivery of the organisation. The respondents shared their views on the question of what the municipality has done to minimise the challenges they face in delivering quality public service. This is what Respondent 1 and 4 had to say:

Respondent 1: *“Knowing that the municipality is mostly faced with financial constraints which impacts service delivery, the purchase of new equipment will be done as soon as enough money will have been allocated for that. Good news is that new pipes for water and sewer have been procured. We are only waiting for them to be installed. There are plans to have the dumpsite decommissioned are on their way...and we have begun commissioning a new one. There have also been complaints of not delivering land so, the process of accelerating land deliver has already started.”*

Respondent 4: *“We have purchased new equipment such as water and sewers to help speed processes up. There are plans to have the dumpsite decommissioned and commission a new one. A project is on its way to build a new fire station.”*

Based on these two responses, Indeed’s (2021) service quality component of service delivery is being put into practice by the municipality as projects, plans and processes are already documented in order to improve service delivery of the organisation. This according to Indeed (2021) also helps with the long-term success of the organisation. Respondent 2 had similar views:

Respondent 2: *“The purchase of new equipment is at an advanced stage and we have procured new pipes for water and sewer. Plans to create new recreational areas every financial year have been suggested, starting with a playground in Extension 9. We also plan on building a new fire station.”*

Respondent 3 had very little to say on the matter and only mentioned that the municipality has purchased new equipment and that new pipes for water and sewer have been procured, and are only awaiting installation. The results of these findings also aid in fulfilling the second objective of the current study as there is knowledge created on what has been done or is being done in order to improve service delivery at the municipality of Okahandja.

4.12.4. Strategies to improve public service delivery

Indeed (2021) states that strategies and programs that an organisation puts in place in order to deliver best services is known as service quality, a component of service delivery in organisations. These strategies help management help customers reach their goal with the service delivery process. Various studies (Hailu & Shifare, 2019; Namupala, 2019; Singh, 2013) looked at customer satisfaction in public service deliver, however, very few have looked at the strategies set by organisations in order to improve quality service delivery. This study therefore aimed at searching for and proving knowledge as to what is or can be done in order to improve public service delivery. Respondents 1, 2, 3 and 4 had the following to say:

Respondent 1: *“We need the community to be engaged and participate in projects or activities that the municipality embarks on, from the initial stage until the project or activity has been completed.”*

Respondent 2: *“Fundraising activities should be carried out in order to raise funds when and where necessary, as well as cater for instances when the municipality is not receiving money from the customers nor the ministry. I believe that employees should be trained on how to deal with and*

take care of customers. In other words, customer care training should be provided to the employees so that they know how to render great customer skills to customers. I also think that effective budgeting should be practiced and it is our duty to ensure that funds are utilised in the way that they are supposed to be utilised in order to avoid for example, misspending.”

Respondent 3: *“It would really be great if we got more support from the community rather than criticism. It is true that sometimes some people are challenged in the comfort of their homes due to services they receive that are not up to their expectations. This is why I think it is important for the organisation as a whole to understand the mission and vision of the organisation, and also work towards it. Also, I think receiving constant training on various things that concerns the organisation will be good as the world is constantly changing due to technology, so we also need to keep up with the fast-changing world.”*

Respondent 4: *“Receiving support from the community and having them engaged in our projects will help them understand what we go through and how best we try to deliver our services. One important thing is to constantly carry out research to find out customers’ complaints about anything, changes to our services and what needs to be improved.”*

According to these four responses, the strategies that can be put in place to improve public service delivery include community participation and engagement, carrying out fundraising activities, provide training to employees, planning and carrying out research to determine customers’ views and experiences on the services that they receive. Moreover, according to the Gap Theory, it

analyses the difference between the organisation's status quo and the organisation's desired goal. Additionally, Lorman (2021) states that Gap Analysis identifies whether the goals, mission and vision of the organisation have been met. Based on these previous researchers' statements, it can be said that the municipality is trying their best to meet their objectives, goals, mission and vision. To add on, the employees of the municipality have also developed and are trying to develop strategies in order to help the organisation to move to its desired goal (Kenton, 2020). Thus, there is not a very big gap between the municipality's status quo and its desired goal, however, the municipality needs to work harder in order to achieve its vision.

These are best discussed together with quantitative findings, for augmentation and knitting together of the findings. It shows that it is the same study.

4.13. SUMMARY

This chapter presented and analysed the findings of the current study. This was done through comparing and incorporating findings from previous research as well as linking the Gap Theory to the findings.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1. INTRODUCTION

This chapter presents the conclusions and recommendations of the current study. The conclusions are based on a summary of the results discussed in chapter four, based on the analysis of data obtained from questionnaires and interviews.

5.2. CONCLUSIONS

This quantitative part of the research aimed at determining residents or customers' perceptions and experiences on the services offered by the municipality of Okahandja. All fifty-one participants responded to the questionnaire and three of the four objectives of the current study have been fulfilled by data collected using the questionnaires. According to the findings, the residents have access to facilities such as clean water, streetlights, prepaid electricity, flushing toilets and dustbins. Out of fifty-one participants, 66% of them indicated that they have complained about water related issues while 60% indicated that they have complained about overflowing sewerage over the past three months. However, the participants were mainly neutral about the delivery and disposal of house and street dustbins, and how the Okahandja Municipality responds to fire cases.

Moreover, the respondents mainly disagreed on the quality-of-service-delivery at the Okahandja Municipality, in terms of water supply, electricity supply and fares and taxes charged, as well as their overall satisfaction. This means that the customers or residents of Okahandja are dissatisfied with how services are rendered to them and this includes the rates and taxes of bills. According to the SERVQUAL theory, customers' expectations and perceptions of service quality need to be

measured in order to determine the quality of service an organisation renders. Based on the findings presented in chapter four, residents are dissatisfied with the services rendered by the municipality of Okahandja and have little expectations of their services. This then means that there is no quality service rendered by the municipality of Okahandja. This is in agreement with what Wilson (2010) had to say on quality service.

The study's objectives were as follow:

The main objective of the study was to assess the impact of public service delivery on customer satisfaction, with particular attention paid to the Okahandja Municipality.

Sub-objectives:

1. To determine what impact public service delivery has on customer satisfaction in Okahandja.
2. To identify challenges facing the Municipality in providing quality public service delivery.
3. To examine the perceptions of the Okahandja Municipality residents on the quality of services rendered.
4. To investigate strategies that can be implemented to improve public service delivery to Okahandja Municipality residents.

As for the qualitative part, four employees from the municipality of Okahandja were randomly selected in order to participate in the study. Respondents stated that the municipality offers basic services such as water, sanitation, roads, electricity, fire extinguishing services and refuse removal. Other services offered by the municipality as stated by the respondents are town cleaning, de-bushing, provision of recreational facilities, house plans approval, cleaning the environment and provision of land for housing.

Based on these findings, it is evident that the municipality renders various basic services needed by the residents, which meets objective one of this study. Moreover, objective two of the current study aimed at assessing the challenges faced by the municipality in delivering quality public services. Responses varied from ageing equipment, insufficient funds from the Ministry, costs that do not generate a profitable income, inadequate employee capacity, lack of community participation and customers not paying their bills on time. The results revealed that financial constraints, community participation, inadequate employee capacity and poor planning are some of the challenges faced by the municipality in delivering quality public service.

To add on, it can also be learned from the findings presented and analysed in chapter four that projects, plans and processes are being planned in order to improve service delivery of the organisation. Additionally, respondents stated that the organisation has already purchased new equipment and that new pipes for water and sewerage have been procured, and are only awaiting installation. This shows that the municipality has plans in place to improve quality of service delivery, however, processes are being delayed by a few factors. Responses on the strategies that can be employed to improve the services rendered include community participation and engagement, carrying out fundraising activities, provision of training to employees, planning and carrying out research to determine customers' views and experiences on the services that they receive.

These analyses have fulfilled all four objectives of the current study which were: to assess the impact of public service delivery on customer satisfaction in Okahandja; to analyse challenges facing the municipality in providing quality public service delivery; to establish the perceptions of the customers on the provision of basic municipal service delivery in Okahandja Municipality,

Otjzondjupa Region; and to assess the strategies that can be used to improve public service delivery on customer satisfaction in the municipality.

5.3. RECOMMENDATIONS

The current study recommends the following to the municipality of Okahandja:

- The Okahandja Municipality should look into practicing and implementing the five dimensions of quality service in its organisation as explicated by All Answers Ltd (2021).
- The municipality should try to utilise the Gap Analysis Theory yearly in order to develop the organisation and promote employee training. This, according to Parasuraman, Zeithaml and Berry (1985) allows the organisation to detect and identify areas in which they fall behind.
- Conduct research every financial year in order to determine and analyse customers' perceptions, experiences, views and recommendations on the services offered by the municipality.

RECOMMENDATIONS FOR FUTURE STUDIES:

- Researchers are recommended to conduct comparative research where two different municipalities are assessed on their service delivery and customers' satisfaction.
- Researchers are recommended to use different methods of data collection as well as a different theory or theories.

5.4. SUMMARY

This chapter briefly summarised and presented the conclusions, based on the results and discussions presented in chapter four. The chapter also presented a few recommendations for the Municipality of Okahandja.

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APPENDICES

Appendix 1

RESEARCH PERMISSION LETTER



17 November 2021

TO WHOM IT MAY CONCERN

Re: MBA Public Administration, Student – Ms Wilhermine N Shoongeleni, No: 201411159

As part of our Masters Programme, students are expected to submit a research report after completion of their course-work. They need to explore in detail, some concepts and issues pertaining to public sector management. To do that effectively, they need to conduct interviews and obtain practical examples.

Ms Shoongeleni has chosen your organization to approach for information. It is against this background that I wish to kindly request you to assist Ms Shoongeleni with the information her requires. Accept our assurance that the data will be used for academic purposes only. A copy of the completed document will be available at the Namibia Business School for perusal. Her research synopsis indicates that his topic touches on “*An assessment of the impact of public service delivery on customer satisfaction: A Case study of Okahandja municipality, Namibia*”.

Your kind assistance is highly appreciated.

Yours sincerely


Mwakipesile Greenfield, Dr

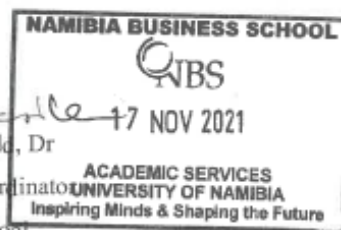
Senior Research Co-Ordinator
Namibia Business School

University of Namibia

Tel: +246 61 413 500

Fax: +246 61 413 512

Email: mwakipg@nbs.edu.na



Appendix 2

Consent letter from the Municipality of Okahandja

MUNICIPALITY OF OKAHANDJA

Tel: +264 62 505 100
Fax: +264 62 501 746
E-mail: okahandja@okahandja.org.na
65 Martin Neib Avenue



Office of the CEO
PO Box 15
Okahandja

Enq: L Nangolo

Date: 17 December 2021

TO: Wilhermine N Shoongeleni
Namiba Business School: UNAM: Master's Student

Dear Ms. Shoongeleni,

PERMISSION TO CONDUCT RESEARCH PROJECT ON LOCAL AUTHORITY OF OKAHANDJA, NAMIBIA

Your letter dated 17 November 2021 bears reference on the aforesaid subject matter.

Council at its ordinary Management Committee meeting held on 6th December 2021, Resolution No. 06/12/2021-6; resolved "That, the Management Committee will approve the research to be conducted by you on Council's service delivery".
Research Topic: "An assessment of the impact of public service delivery on customer satisfaction: A case study of Okahandja Municipality, Namibia"

It is against this background that council only allows two methods of collecting data due to Covid 19 restrictions; by sharing a link with targeted respondents and/or by sending soft questionnaires to be distributed by HR Officer to the targeted respondents.

Thus, Council will appreciate it much when the outcome of the research can be shared with council.

For further assistance, please do not hesitate to contact Human Resources Division at 062-505136.

Yours sincerely,


Aliphons H Tjitombo
CHIEF EXECUTIVE OFFICER



All Official Correspondence to be addressed to the Chief Executive Officer

Appendix 3

Questionnaire

Quantitative Research: Research questionnaire

Thank you for your time that you have taken to respond to this questionnaire. The main aim of this questionnaire is to assess Okahandja municipality customers' satisfaction with the service delivery they receive. The questionnaire will take 15-20 minutes, depending on how much information you would like to share. You will be kept anonymous, there are no right or wrong answers to this. The participation is voluntarily and you are allowed to opt out for any reason. If you want to enlighten on anything that you may feel will be of use to this research, you are also more than welcome.

For each question, tick the appropriate answer:

1. For how long have you been living in Okahandja? Please circle the option that applies to you.

3 years and below 4-6 years 7-9 years more than 10 years

2. Which location do you live in Okahandja?

Town Smarties Extension 6 Extension 7 Nau- Aib
5rand Veddersdal Oshetu 1 Oshetu 2 Budget homes
Other _____

3. Rate the following municipality service categories.

Water:

- 3.1 do you have clean water in your property?

Yes 1 No 2

- 3.2 Did you have any complains in the past 3 months regarding water provision?

Yes No 2

3.3 How satisfied are you with water provision services?

Extremely Dissatisfied	Poor services with room for improvement	neutral	Satisfied	Extremely satisfied
2		3	4	5

Electricity:

3.4 Do you have functioning street lights?

yes	no
1	2

3.5 Do you have a prepaid electricity box in your residence? And is the electricity supply regular or it gets interrupted?

yes	no	Regular	Interrupted
1	2	1	2

Sanitation:

3.6 Do you have a flushing toilet in your residential plot?

yes	no
1	2

3.7 Have you had any complaints regarding overflowing sewage in your street in the last 3 months?

yes	no
1	2

Waste collection:

3.8 Have you been provided with a dustbin by the municipality?

yes no

1 2

3.9 How often are the dustbins collected and disposed?

	Never	Rarely	Sometimes	Often	Always
Street Dustbin	1	2	3	4	5
House dustbin	1	2	3	4	5

Residential street roads:

3.10 How are the road conditions in your location?

Poor Fair Good Very good Excellent

1 2 3 4 5

Accounts:

3.11 How acceptable are the following municipal tariffs?

	Unacceptable	Slightly unacceptable	Neutral	Slightly acceptable	Acceptable
water	1	2	3	4	5
electricity	1	2	3	4	5
Rates and taxes	1	2	3	4	5

3.12 **Fire response:** How frequent does the Fire response services respond?

Never	Rarely	Sometimes	Often	Always
1	2	3	4	5

3.13 Do you have municipal parks or playing grounds in your location?

yes	no
1	2

3.14 Overall, how satisfied or dissatisfied are you with the municipal services?

Very dissatisfied	Dissatisfied, with room for improvement	neutral	Satisfied	Very satisfied
1	2	3	4	5

4 What are the recommendations you have that will help the municipality improve their services?

Thank you for your time, highly appreciated.

Appendix 4

Interview guide

Qualitative Research: Interview Guide

Introduction:

Thank you for accepting my request to conduct this interview. The main aim of this interview is to analyse challenges facing the municipality in providing quality public service delivery and to assess the strategies that can be used to improve public service delivery on customer satisfaction in the municipality. The interview will take 30-40 minutes, depending on how much information you would like to share. With your permission, the interview will be recorded. You will be kept anonymous, there are no right or wrong answers to this interview. The interview is voluntarily and you are allowed to opt out for any reason. If you want to enlighten on anything that you may feel will be of use to this research, you are also more than welcome.

Questions:

1. How many years have you been working at Okahandja municipality?
2. What are the services that the municipality is offering?
3. Based on your experiences, what are the challenges facing the municipality in providing quality public service delivery?
4. Have those challenges been addressed or are they in the process of being addressed?
5. Has anything been done so far to improve or minimize the challenges? If so, what has been done so far and what is yet to be done?

- 6 From your perspective, what are the strategies that can be used to improve public service delivery on customer satisfaction in the municipality?

Thank you for your time, any questions, comments and contributions are welcome.

Appendix 5:

Similarity check report

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Document Information

Analyzed document	Wilhermine Shoongeleni Research Project Final submission.docx (D139072611)
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Submitter email	wshoongeleni@gmail.com
Similarity	5%
Analysis address	mwakipg.unam@analysis.orkund.com

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Similarity	5%
Analysis address	mwakipg.unam@analysis.urfund.com

Sources included in the report

SA	University of Namibia / (2021)MBMS Simasiku Matali Complete MBA Thesis.docx Document: (2021)MBMS Simasiku Matali Complete MBA Thesis.docx (D127539158) Submitted by: Matalisngisi.com.na Receiver: mwakipg.unam@analysis.urfund.com		16
SA	University of Namibia / Research project (201606094).docx Document: Research project (201606094).docx (D58307998) Submitted by: makashikongo18@gmail.com Receiver: assistantsdpas.unam@analysis.urfund.com		1
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Appendix 6: Language Editing Certificate



The Rev. Dr. Greenfield Mwakipesile

TED, MBA, MBS | mwakipg@outlook.com

CONTACT

PO Box 99639,
UNAM,
Namibia

LANGUAGE & COPY-EDITING CERTIFICATE

16th May 2022

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF WILHERMINE N SHOONGELENI'S THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread WILHERMINE N SHOONGELENI'S Thesis for the MASTER OF BUSINESS ADMINISTRATION DEGREE entitled: **AN ASSESSMENT OF PUBLIC SERVICE DELIVERY ON CUSTOMER SATISFACTION: A CASE STUDY OF OKAHANDJA MUNICIPALITY NAMIBIA**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I am a trained language and copy editor and have edited many Postgraduate Diploma, Masters' Thesis, Dissertations and Doctoral Dissertations for students studying with universities in Namibia, Zimbabwe, Eswatini, South Africa and abroad. I have also copy-edited company documents for companies in the region and abroad.

Please feel free to contact me should the need arise.

Yours Sincerely,

The Rev. Dr. Greenfield Mwakipesile



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[Dr. Greenfield Mwakipesile](#)