



**FACTORS AFFECTING STAFF PERFORMANCE IN LOCAL GOVERNMENTS  
IN UGANDA: A CASE STUDY OF KASESE DISTRICT.**

**BY**

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## DECLARATION

I, ESAU MURONGO, declare that this dissertation is my original work and has not been published or submitted for any other degree award to any other University or academic institution before.

Signature and date

.....

**APPROVAL**

This is to certify that this dissertation entitled “Factors affecting staff performance in Local Governments of Uganda: A Case study of Kasese District Local Government” was done under our supervision and is now ready for examination for the award of the Masters Degree in Management Studies (Public Administration and Management) of Uganda Management Institute.

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## **DEDICATION**

This work is dedicated to my dear wife Flaviah Kabugho, my children; Masika Catherine and Biira Vivian, my parents Kaisule Nehemiah and Biira Milly, my brothers Bwambale Godwin and Masereka Alfred, my uncles Kyomole Ivan and Kalibuliro James

May the Almighty God bless you more.

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## LIST OF ACRONYMNS

ACAOS	Assistant Chief Administrative Officers
CAO	Chief Administrative Officer
GoU	Government of Uganda
HRHs	Human Resource for Health Services
HRs	Human Resources
HIV/AIDS	Human Immune Virus/Acquired Immunodeficiency Syndrome
HSSP	Health Sector Strategic Plan
IPF	Indicative Planning Figure
KDLG	Kasese District Local Government
LDG	Local Development Grant
LLGs	Lower Local Governments
LGMSDP	Local Government Management and Service Delivery Program
LGFAR	Local Governments (Financial and Accounting) Regulations
LOGSIP	Local Government Sector Strategic Investment Plan
MoE	Ministry of Education
MoH	Ministry of Health
MoFPED	Ministry of Finance Planning and Economic Development
MoLG	Ministry of Local Government
MoPS	Ministry of Public Service
NAADS	National Agricultural Advisory Services
NDP	National Development Plan
PHC	Primary Health Care
PNFP	Private Not For Profit
PSRRC	Public Service Review and Re-Organization Commission

PSRP	Public Sector Reform Program
ROM	Results Oriented Management
STPC	Sub County Technical Planning Committee

## ABSTRACT

The study set out to establish the factors affecting staff performance in Local Governments in Uganda, a case study of Kasese District. The study was guided by three objectives namely; to establish how technical factors affect staff performance, to assess the contribution of financial resources to staff performance and to establish the moderator effect of government policy on staff performance in Kasese District. Findings are; the correlation analysis and T-Test analysis showed that technical factors have a positive relationship on staff performance. The analysis on financial resources showed that financial resources have a negative relationship on staff performance. It was found out that government policy has a significant moderator effect on staff performance. It was established that rewards and performance have a relationship because people are motivated when they expect that a course of action is likely to lead to the attainment of a goal and reward results into improved performance. And it was found out that staff recognition has a significant relationship with performance as Herzberg (1968) noted that recognition is an intrinsic job satisfier and therefore, when staff are not recognized then there is possibility of not performing as expected. The study concluded that skills and experience have a significant relationship on performance, opportunities for further studies be provided to staff to enhance their performance, salaries paid to staff have a bearing on performance, the provision of non-financial rewards can enhance performance, government policy has a bearing on staff performance. The study recommended that five staff should be given opportunities for further studies each year to enhance their performance, the District leadership should ask the central government to review the salaries paid to staff, Kasese district should institute mechanisms for the provision of financial and non financial incentives to staff to enhance performance and the central government should release funds to the district at the beginning of each quarter to enhance performance.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

This study was an examination of the factors affecting staff performance in Local Governments in Uganda, using a case study of Kasese District. The independent variables were the factors whose dimensions under study were technical factors, and financial resources, while the dependent variable was staff performance. Government policy was the moderating variable in the study.

This chapter presents the background to the study, statement of the problem, general objective, specific objectives, research questions, hypotheses, conceptual framework, significance of the study, justification of the study, scope of the study and operational definitions.

### **1.1 Background to the Study**

Globally, staff performance has been an emphasis in all parts of the world. In the developed countries like United Kingdom, the current climate of change management and the associated pandemic of public sector reforms have resulted in many public organizations being now under seemingly relentless pressure from both internal and external sources. They need to demonstrate that there have been improvements in performance and that goals and objectives are being achieved. (Adam et al, (2005).



It is noted by Amir (2003) from a study carried out in Local Governments in Indonesia that in the early 1980s, development theorists argued that the success or failure of development in any country is affected by a number of interrelated factors such as the skills, values, attitudes and beliefs of people in their roles, the availability of resources and institutional machinery through which development planning and implementation takes place. (Amir, I. 2003).

Don, B. (2001) from the study carried out in Sri Lanka noted that performance at individual level cannot be divorced from incentives. In the New Public Management movement, remuneration may not be based mainly on financial or material incentives. He adds that where workers receive a decent wage, non-material rewards may be more acceptable as employees value them more in long term; these include peer recognition, a sense of making a contribution to the overall impact of the service, and companionship/solidarity with fellow workers.

In his study, Don, B. (2001) found out that for central and provincial managers in the health system, non-financial incentives such as career development, training opportunities and fellowships and even single recognition are more appropriate, while hospital managers prefer financial incentives.

As noted from the Pakistan Journal of Social Science, Agagu (2008: 243) asserts that “the public service which was seen as the custodian of rules and regulations and the engine of

the development had lost its prestige and confidence. The aftermath of this is the invention of a series of reforms which have led to privatization, downsizing and right-sizing of the public service and even minimizing the role of the public sector in the national life". This therefore makes staff in local governments not to perform well in delivery of services.

Esu, B. (2005) notes that in Nigeria, there are many challenges to fostering performance improvement in resource-poor settings and yet it is in these very contexts that staff are most in need of some sort of encouragement to perform their jobs well. Low salaries, poor working conditions, weak or non-existent management and supervision, and lack of decision making authority, among other things, provide disincentives for staff to invest time and energy in improving service delivery to the population. (Esu, B. 2005).

In Uganda, the performance of the civil service has been consistently poor since the 1970's. (MoPs, 2005). According to Langseth & Mugaju (1996), before the introduction of civil service reforms, the public service was inefficient, insensitive, wasteful and corrupt. The authors contend that because of these weaknesses, the performance of the public service greatly suffered.

According to the Ministry of Public Service (2002), the poor performance was characterized by abuse of office and government property, lack of discipline and erosion of rules and regulations and of accountability and transparency, inadequate facilities, lack of proper planning, inadequate pay and benefits, laxity and discipline.

From the above poor state of civil service, Government set up a number of review and re-organization commissions in order “to restore the past glory of the Public Service in achieving Uganda’s development objectives at the same time enjoy public respect and confidence” (MoPs 2005).

Government appointed the Public Service Review and Re-organization Commission (PSRRC) in 1989 and among the Terms of Reference was to identify causes of poor performance and recommend ways of restructuring and re-organizing it in order to make it more cost effective, efficient and responsive in the management of public affairs (Langseth & Mugaju 1996).

One of the reforms the commission proposed and was adopted by the government of Uganda was the Result Oriented Management (ROM) in the 2<sup>nd</sup> phase of the Public Sector Reform Program (PSRP) 1997 – 2002. This reform was geared at ensuring accountability and enhancing performance of government departments. This was to be done by ensuring that government departments were run as quasi-businesses whose performance and service delivery was to be measured in terms of Cost-Benefit Analysis (Langseth & Mugaju 1996). According to the Ministry of Public Service (2002), the overall objective of ROM was to increase efficiency and effectiveness in service delivery. This was done by making the best use of resources available by clarifying the purpose of the organization, setting clear objectives and measuring the organization’s performance. Today, ROM is being practiced in all central and local government units of Uganda. (MoPs, 2002).

The effective performance of employees/staff recruited in local governments is measured through generic performance areas determined by Ministry of Local Government which include; development planning and management, Local revenue generation/enhancement, capacity building, organization structure, communication and accountability, staff functional capacity and monitoring and evaluation. (MoLG, Participants' handbook for lower Local Governments, August, 2003).

From the above and out of the annual National assessment exercise of performance of Local Governments, some districts and Lower Local Governments have been ranked as poor performers thus penalized, others ranked as static while others ranked as progressive thus rewarded with bonuses of 20% increment on their Local Development Grant in terms of LGMSDP funds to these LGs. The penalized LGs have had a 20% deduction of their LDG allocation while the static ones have maintained their share. (Annual assessment of minimum conditions and performance measurers for LGs, 2005. final synthesis report, February 2006).

Accordingly, it was noted from the final report for Kasese District of December 2009 on annual assessment of minimum conditions and performance measures for local governments that overall, out of 28 LLGs, only 6 met minimum conditions while the rest failed. However, as far as trends in performance are concerned, it was noted that there was a slight improvement in performance of the district and some LLGs especially under the minimum conditions and some performance indicators when compared to financial year of 2006/07, 2007/08 and 2008/09. This can be reflected in the table below.

**Table 1.1: Performance trends in Kasese district local government**

	Status	2009	2008	2007
<b>Minimum conditions</b>	<b>Met</b>	Kasese DLG, Hima TC, Maliba, Bugoye, Muhokya, Kasese TC, Bwesumbu, and Kilembe.	Kasese DLG, Kisinga, Mpondwe Lhubiriha TC, Kitholhu and Kyondo	Kasese DLG, Katwe Kabatoro TC, Kasese TC, Ihandiro, Kitholhu, Karambi, Bwera, Nyakiyumbu, Hima TC, Munkunyu, Kisinga, Kyondo, Kyarumba, Mahango, Lake Katwe, Muhokya, Kilembe, Rukoki, Karusandara, Bugoye, Maliba, Kitwamba and Kyabarungira
	<b>Not met</b>	Mpondwe Lhubiriha TC, Bwera, Ihandiro, Kitholhu, Nyakiyumbu, Kisinga, Mahango, Kyabarungira, Lake Katwe, Rukoki, Karusandara, Kitwamba, Karambi, Katwe Kabatoro TC, Kyarumba, Munkunyu and Kyondo	Katwe Kabatoro TC, Kasese TC, Ihandiro, Karambi, Bwera, Nyakiyumbu, Munkunyu, Kyondo, Kyarumba, Mahango, Lake Katwe, Muhokya, Kilembe, Rukoki, Karusandara, Bugoye, Maliba, Kitwamba and Kyabarungira	
<b>Performance measures</b>	<b>Reward</b>	Kasese District, Hima TC, Kasese TC, Mpondwe Lhubiriha TC, Maliba, Nyakiyumbu, Munkunyu, Kisinga, Lake Katwe, Muhokya, Rukoki and Bugoye	Kasese DLG, Hima TC	Kasese DLG, Kisinga, Katwe Kabatoro TC, Kasese TC, Lake Katwe, Karambi, Bwera, Kyarumba, Mahango, Bugoye and Kitwamba
	<b>Static</b>	Kilembe, Bwera, Mahango, Kitwamba and Bwesumbu	Kisinga, Kitholhu and Kyondo	Kyondo, Kilembe, Rukoki, Hima TC, Nyakiyumbu, Kitholhu, Ihandiro, Muhokya, Karusandara, Maliba and Kyabarungira
	<b>Penalty</b>	Katwe Kabatoro TC, Kyabarungira, Kyarumba, Kitholhu, Karusandara, Karambi, Munkunyu, Kyondo and Ihandiro	Katwe Kabatoro TC, Kasese TC, Ihandiro, Karambi, Bwera, Nyakiyumbu, Munkunyu, Kyarumba, Mahango, Lake Katwe, Muhokya, Kilembe, Rukoki, Karusandara, Bugoye, Maliba, Kitwamba and Kyabarungira	Munkunyu

**Source:** Kasese District report on annual assessment of minimum conditions and performance measures for local governments, December 2009.

From the above, it is seen that the state of performance in most sub counties is deteriorating because there are still a number of sub counties being penalized, not meeting minimum conditions in assessment, and others remaining static in performance. Therefore, this reflects poor staff performance in Kasese district.

## **1.2 Statement of the Problem**

In Uganda, staff performance is an important aspect in service delivery among the population because the way staff perform determines how services will reach the people. Most local governments in Uganda are characterized by poor job performance of staff as they deliver services to the people. This is experienced in areas of efficiency, effectiveness, accountability, absenteeism, poor time management, low revenue collection, delivery of poor quality goods and services, failure to hold departmental monthly and quarterly meetings, general lack of interest, and lack of commitment by staff.

In 1994, Kasese District Local Government was among the model districts in Uganda where its overall performance in terms of service delivery and competent staffing was excellent and this was seen by the bonuses/rewards it used to get from the central government. (MoLG National Assessment feedback report, December 1996). However, the trend has changed; performance rewards in KDLG have now turned into penalties in most sub counties. (MoLG, National Assessment report, October 2008 and December 2009). If this trend continues and is not addressed, service delivery may continue deteriorating and local governments will be at stake. This apprehension motivated the researcher to research into the factors affecting staff performance in Local Governments – A case study of Kasese District.

### **1.3 General objective**

The overall objective of the study was to examine the factors affecting staff performance in local governments in Uganda, a case study of Kasese District.

### **1.4 Specific objectives**

- i. To establish how technical factors affect staff performance in Kasese District.
- ii. To assess the contribution of financial resources to staff performance in Kasese District.
- iii. To establish the moderator effect of government policies on staff performance in Kasese District.

### **1.5 Research questions**

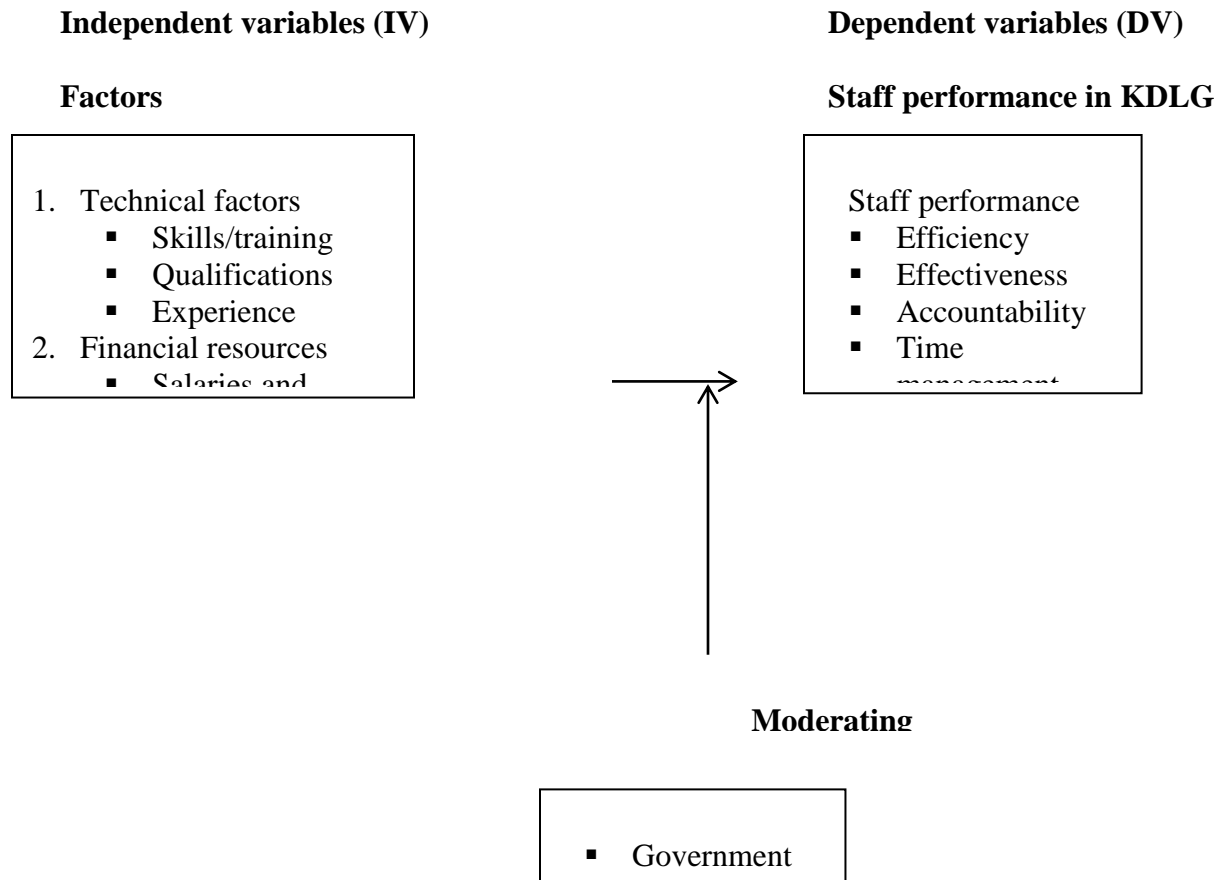
- i. How do technical factors affect staff performance in Kasese District?
- ii. What contribution do financial resources have on staff performance in Kasese District?
- iii. What moderator effect do government policies have on staff performance in Kasese district?

### **1.6 Research hypotheses**

- i. Technical factors significantly affect staff performance in Kasese District.
- ii. Financial resources positively contribute to staff performance in Kasese District.
- iii. Government policies have a significant moderator effect on staff performance in Kasese District.

## 1.7 Conceptual framework

The conceptual framework below shows the relationship between factors affecting staff performance in Local Governments.



**Source:** Adopted from Miles, M.B., & Huberman, A.M. (1994). *Qualitative data analysis: A Sourcebook for new methods* (2<sup>nd</sup> Ed.). Thousand Oaks, CA: Sage. and modified by the researcher.

### Figure 1: Conceptual Framework

From figure 1 above, it was assumed that technical factors like skills/training, qualifications and experience affect staff performance and in the end affect the efficiency,



effectiveness, accountability, and service delivery among others. Therefore, the skills/training one has determines the amount of outputs he or she is to realize. This means that the outputs realized depend on the technical expertise one has on the job.

It can be said that experience and performance have a relationship in that the experience staff have is significantly related to quality or organizational efficiency. Therefore, experience is associated with better performance in terms of efficiency and effectiveness for staff in the performance of their duties. Further, the more time staff stay in the organization, the more they are likely to better perform on the job and this helps them in meeting the intended organizational outputs hence improved performance.

With inadequate financial resources, staff performance decreases. This is so because when the financial resources are not adequately met like the pay or salaries paid, then staff may not perform as required. Therefore, staff performance will be affected in terms of their efficiency, effectiveness, accountability, time management, duty attendance, meeting targets and outputs as well because the financial resources do not allow them to perform as required. This means that when staff are not facilitated with financial resources, the amount of output is reduced.

On the other hand, if there is an unfavourable government policy, and if there is no timely release of funds from the central government, staff performance will be affected. This has a relationship with staff performance because if government policy is not favourable to staff, there will be no efficiency and effectiveness in the performance of their duties hence impacting on service delivery to the population.

## **1.8 Significance of the Study**

The study may be useful to a multiplicity of stakeholders. This is so because it will provide information to local government authorities on the factors that affect staff performance.

The study may help the district technical team to guide policy makers (councilors/politicians) in KDLG in particular and other districts in general to formulate appropriate policies in form of bylaws and ordinances which will enhance staff performance.

Further, Uganda is emphasizing staff performance to ensure effective service delivery and value for money. Therefore, the study findings may be of great benefit to planners, policy makers and funders/development partners, which will make the study useful not only to KDLG but also to the Ministry of Public Service, National Planning Authority and International Agencies as well.

## **1.9 Justification of the Study**

Whereas studies were carried out on performance management, little effort has been put in place by local governments to find out the factors affecting staff performance. Therefore, a deeper understanding of these factors may help management counter the effects of poor staff performance.

The study may also bridge the knowledge gap existing in the area of study. Therefore, it will provide strategies for closing the gaps on the factors affecting staff performance making it a basis for this study.

## **1.10. Scope of the Study**

### **1.10.1. Geographical scope**

The study was carried out in Kasese District Local Government located in the western part of Uganda. It borders Kabarole district in the north, Rubirizi district in the south, and Democratic Republic of Congo in the West and East respectively.

### **1.10.2. Time Scope**

The study covered a period from 2000 to 2010. This period was preferred because it covers the inception of ROM as a reform which was adopted by government in the 2<sup>nd</sup> phase of the Public Sector Reform Program of 1997-2002, and during this time scope, Uganda developed the National Development Plan. Kasese District Local Government was also assessed by the National Assessment Team from the Ministry of Local Government (MoLG) on Minimum Conditions and Performance Measures for LGMSDP for the 2009/10 Financial Year. The researcher focused on the time scope in order to get in-depth information regarding staff performance during the period under study.

### **1.10.3. Content scope**

The study focused on factors affecting staff performance in Kasese District Local Government with independent variable being factors with its dimensions being technical factors and financial resources. The dependent variable was staff performance with dimensions of efficiency, effectiveness, accountability, time management, staff duty attendance, meeting targets and outputs. Government policy was the moderating variable in the study. This was so to help identify the moderator effect of government policy on staff performance in local governments in Uganda.

## **1.10 Operational definitions**

**Allowances:** Payments made to staff to top up their monthly salaries for specific purposes like transport allowances, housing etc.

**Byelaws:** Rules made by lower local councils

**Efficiency:** Optimum use of resources including time and the attainment of organizational objectives, targets or tasks.

**Effectiveness:** Achieving the intended results in terms of quality and quantity in accordance with set standards set for service delivery.

**Ordinance:** The law made or passed by the District Council or a subsidiary legislation passed by a District council.

**Performance:** How well an employee is fulfilling the requirements of the job or the employee/staff outputs that focus on quality and quantity of work vs. time taken to realize such outputs.

**Public Service:** For purposes of this study, public service meant service rendered by Local Governments

**Rewards:** A set of consciously predetermined inducements for employee performance improvement.

**Staff:** The technical and administrative staff working under the officer in charge of an administrative unit.

**Skills:** Competence to perform work.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

According to Kombo, D.K & Delno, L.A. (2006), literature review is essential in research since it gives the researcher insight into what has already been done in the selected field, pinpointing its strengths and weaknesses. This information guides the researcher in the formulation of a theory that aims at addressing the identified gaps.

The literature review was based on the independent variables and the dependent variable(s), that is; factors and staff performance respectively. The researcher reviewed the dimensions of the independent variables which are technical factors, with indicators of skills/training, qualifications and experience, financial resources with indicators of salaries and benefits, facilitation and allowance, plus financial and non-financial rewards.

The moderating variable of government policy was reviewed as well. This was so because the researcher wanted to establish the relationship existing between government policy and staff performance in local governments in Uganda. This chapter presents the theoretical review, actual literature review with a focus on the independent variables, moderating variable and the summary of literature review.

#### **2.1 Theoretical Review**

The study was guided by the motivational theory which was propounded by Herzberg (1968). In this theory, Herzberg propounded that satisfaction and dissatisfaction at the

workplace arose from different factors. He classified them into hygiene factors, i.e. company policy, working conditions, job security, status, salary, supervision, and interpersonal relations. These can lead to dissatisfaction and lower performance if absent or improperly addressed/handled. These factors do not lead to higher levels of motivation, but without them, there is dissatisfaction. On the other hand, motivation factors/satisfiers include sense of achievement, recognition, the work it self, responsibility, growth and advancement. These therefore lead to satisfaction and improve on staff performance.

Hertzberg's (1968) theory advanced a two factor model of work motivation, namely "job satisfiers" and "job dissatisfiers". Job dissatisfiers defined extrinsic work motivational factors. The absence of these conditions at optimal levels causes job dissatisfaction. Examples of these factors include acceptable salary, job security, work conditions, level and quality of supervision, quality of administration, and interpersonal relations. These external conditions were viewed as pre-requisite to meeting workers' extrinsic motivational needs (Hertzberg, 1968).

Hertzberg's (1968) theory argues that intrinsic "job satisfiers" include achievement, recognition, responsibility, and advancement. Specific job characteristics that influence an individual's intrinsic motivation to work include; autonomy, job feedback, task identity, skill variety, and task significance.

Employees' desires are divided into two groups. One group revolves/centers around the need to develop in one occupation a source of personal growth and therefore satisfiers because they are seen to motivate the employee to superior/higher performance and effort. The second group operates as an essential base for the first and it associates with fair treatment in compensation, supervision, working conditions and administrative practice

which relates to the environment and serves as job dissatisfaction while having little effect on possible job attitude. Therefore, Herzberg underpins the proposition that reward systems should provide for better financial and non-financial rewards.

This theory helped to understand the factors that affect staff performance since it covers the dimensions indicated in the independent variables with a focus on satisfiers and dissatisfiers. The theory was preferred because it helps one to understand, explain, describe and make predictions on the factors that affect staff performance in local governments.

## **2.2. Conceptual Review**

In the conceptual framework, the independent variable i.e. factors affect the dependent variable of staff performance. In the context of the study, performance can be looked at as how well an employee is fulfilling the requirements of the job or the employee/staff outputs that focus on quality and quantity of work vs. time taken to realize such outputs.

### **2.3.0. Actual Literature review**

## **2.3. Technical Factors and Staff Performance**

Under this dimension, the researcher looked at skills/training, qualifications and experience of staff to see whether there is a relationship to performance.

### **2.3.1 Training/Skills and Staff Performance**

Training has been identified as an example of a human resource management practice that contributes to gains in competitive advantage (Schuler & MacMillan, 1984). Researchers have long argued that the importance of training extends beyond the skills and knowledge needed to carry out one's job (Tannenbaum, Mathieu, Salas, & Canon-Bowers, 1991). Theories from management, psychology and labor economics show different and



sometimes contrary predictions about the impact of training on employees' attitudes and the willingness to stay within the company. Therefore, the skills and training one has determines the way he or she will perform and in the end determines the amount of outputs to be realized.

Employee training directly enhances firm/organizational performance by raising the general level of skills. As employees become more highly motivated and more highly skilled, so their task performance improves and organizational effectiveness is directly enhanced (Richard Cooney et al (2002) as cited by (Bartel 1994, d'Arcimoles 1997. Therefore, employee training may in this view be seen as a discrete or stand alone management practice, one that directly enhances human capital of the firm/organization and so directly leads to performance improvements.

Cooney, R et al. (2002), argue that employees require some training in order to manage the enlargement of their work role following the delegation of responsibilities for quality. They also require some training in non-technical skills to be able to participate in quality improvement activities and they need a broader range of skills in order to flexibly respond to changes in managerial practices/requirements. Therefore, with training, staff performance is greatly enhanced hence leading to efficiency and effectiveness in service delivery to the population.

In most organizations' Human Resource Development systems personnel training is the cornerstone (Nordhaug, 1989). In times of notable changes, many organizations change their policies and procedures related to training. This may have consequences for the many work-related attitudes. So, organizational commitment is increasingly valued as a predictor

of work behaviors and behavioral intentions (Jaros et al. 1993). Studies of Human Resource Development practices, including training have shown to influence organizational commitment. (Iles et al. 1990; Meyer & Smith 2000; Whitener 2001). Once staff are not trained, the level of their performance is affected which in the end has a bearing on efficiency, effectiveness and the amount of outputs to be realized.

Individuals need to develop general skills to increase their mobility to other jobs. Development of individual skills is now seen as an integral part of the employment relationship (Rousseau, 1995). Employers should come across inventive manners to retain the employees. A method to commit your employees as an employer is to provide training. In the case of decisions around investments in the employability through training and development of employees, employers must take into account the effects on the employees. However, the challenge for employers is to discover ways to retain the employees and to increase the organizational performance. This means that once staff are not trained, then they may not be committed to the job which may affect their performance.

It is postulated in the background to the budget of the Republic of Uganda 2010/11 fiscal year that over the past two decades, the Uganda economy has established a strong record of prudent macroeconomic management and continues to undertake private-sector oriented structural reforms.

In spite of the economic structural transformation over the past two decades, the economy still faces challenges that will have to be addressed in the short, medium and long term. These challenges include: persistently high unemployment particularly of the youth; inadequate skills development which limits entrepreneurship and innovation; inadequate infrastructural networks such as roads, railway, energy, waterways, and internet usage

which raises the cost of doing business and undermine private sector competitiveness; and a low manufacturing base. These constraints have undermined achievement of faster socioeconomic transformation. This in the end may affect the way staff outputs are realized.

At institutional level, there has been inadequate public sector intervention in strategic sectors of the economy which has historically led to dismal performance in some areas which were left to the private sector. The medium term Government policy and investment priorities to address these challenges are outlined in the recently published National Development Plan (2010/11 – 2014/15).

It is advanced that the key challenges affecting performance include staff absenteeism particularly in the lower health units, lack of drugs and a dilapidated infrastructure. (MoFPED National Budget Framework Paper 2009/10-2013/2014). It was concluded that the focus for FY2009/10 budget will therefore be on improving the health infrastructure and provision of drugs especially for HIV/AIDS and malaria. Other areas of focus were; improvement of human resource management and preventive measures for non-communicable diseases.

Field research findings in Kasese indicate that training is important for staff to perform better and is also a non-financial motivation factor. This in the end makes staff to perform better.

### **2.3.2 Qualifications and Staff Performance**

According to the Uganda National Development Plan 2010/11 – 2014/15, the quality of human resource is important to organizational success. Despite the large and fast growing youthful labour force and the Government's efforts to provide education and training at various levels, the country continues to experience deficits in the supply of skilled human resources. This is evident in the limited availability of skilled labour as partly shown by wide wage differentials, and the high number of vacant posts in technical areas.

The lack of skilled human resources is associated with quality in the education system, including low school completion rates, limited capacity in the vocational and technical training institutions, and the brain drain from the country. This is exacerbated by inadequate manpower planning in key areas of the economy which may in the end affect the way staff perform their work.

The Uganda National Development Plan 2010/11-2014/15 states that; the health sector, for example, continues to experience considerable workforce challenges arising from numbers, skills and motivational factors. The ratio of doctors to the patients in Uganda, Kenya, Malaysia and Cuba and for nurses can be seen in the table below.

**Table 2.1: Comparison between health sectors of Uganda, Kenya, Cuba and Malaysia in performance**

Sector	Country	Ratio of Doctors to patients	Year	Ratio of nurses to patients	Year
Health	Uganda	1:24,725	2002	1:1,643	2000
	Kenya	1:7,100	2002	1:877	2000
	Cuba	1:169	2002	1:134	2002
	Malaysia	1:1,430	2000	1:740	2000

**Source:** Adopted from the Uganda NDP 2010/11-2014/15 and modified by the researcher.

The low number of health professionals in Uganda adversely affects the delivery of health services. The situation is similar with regard to the low levels of qualified people in other professions. (Uganda National Development Plan 2010/11 – 2014/15)

According to the Health Sector Strategic Plan III (2010/11-2014/15), Uganda, like many developing countries, is experiencing a serious human resources crisis in the health sector. Human Resources for Health Services are in short supply, both in numbers and in skills mix, to effectively respond to the health needs in Uganda. The HIV/AIDS epidemic presents additional demand on the HRs because of the special skills required for HIV/AIDS prevention and treatment, and the health workers themselves being affected by the disease.

Although significant steps have been taken in the development of the HRH Policy and Strategic Plan 2005-2010, HRH development, deployment and utilization are still not rigorously directed in a sustainable manner, either at national or district level. The present

number of health staff (Doctors, nurses, midwives) available in the country, including the PNFP sector, amount to 59,000, with a ratio of 1 to 1,818 people. It is estimated that 22% of these categories of health workers in the health sector is currently contracted by the PNFP sector and 21% by the private sector. Overall almost 40% of the HRH are working for the private sector, and there is no clear policy and guidelines to coordinate and optimize their use. (HSSP III (2010/11-2014/15)).

In terms of training, emphasis for most curricula of health workers is on curative care. Despite the private not for profit (PNFP) sub sector producing the majority of PHC staff, recognition and inclusion of the PNFPs in national and district level decision-making for a for health training remains limited. Training of medical doctors and other health staff is governed by several institutions (MoH, MoE, PNFP training institutions, Professional Councils), with no clear leadership, line of responsibility and mandates. Often decisions taken by one sector affect the others and result in an overall reduced training capacity.

Findings from the study showed that staff performance in Kasese District is not affected by the qualifications and thus qualifications enhance efficient performance in local governments.

### **2.3.3. Experience and Staff Performance**

According to Clifford, N. (1994), experience-based learning can provide two things: knowledge and skills. "Knowledge" refers to the relatively formal and established facts, rules, policies and procedures within the organization. Thus, knowledge involves the possession of ready-made information. Because information flows through both formal and

informal channels at different rates and different frequencies and information is better remembered with greater levels of exposure, the probability of an administrator's knowledge of any given piece of data necessarily increases with time. This means that experience is of great importance to the performance of staff in realizing the set targets.

It should be noted that as experienced administrators have been exposed more frequently to the intelligence of the organization than have less experienced administrators, experienced administrators will have greater levels of knowledge, all other things being equal. With practice, administrators can develop new techniques for gathering, manipulating and interpreting information. Greater experience permits greater refinement and improvement of information-processing skills. Research findings from Kasese district indicated that experience is very important for staff performance because with experience, staff are likely to work better for improved service delivery.

## **2.4 Financial Resources and Staff Performance**

### **2.4.1. Salaries and benefits**

Turner (2002) argues that the way in which employees are rewarded in terms of their pay and benefits communicates powerful messages which make them agree to perform some job. He concludes that rewards are the mainstream of human resource practices. The amount of thoughts managers devote to reward systems will lead to motivated or demotivates employees/staff.

Dessler (2003) like Armstrong (2003) argue that rewards and reward system should be designed to result into desired employee performance regarding aspects like quality of work, quantity of work done, time taken to accomplish tasks and the overall organizational profitability. Therefore, the quality of staff performance can be improved if staff in local governments become effective and efficient, and this can be achieved through having attractive and favourable financial resources.

Accordingly, it is noted in the Ugandan National Development Plan (2010/11 – 2014/15) that staffing and management in the public service is characterized by low remuneration and meager annual salary increments. In general, the salaries are insufficient for civil servants to afford a decent standard of living. In addition, the working environment is ill-equipped for personnel to adequately perform.

Additionally as stated in the NDP, both political and technical supervision and monitoring of implementation in LGs have significantly been constrained by lack of funding.

The GoU budget allocation to the health sector has remained static. In 2004/5 this was at 11.2% but in 2006/7 and 2007/8 it went down to 9.6% still falling short of the 15 % Abuja target of 2000. Achieving acceptable safe hygiene and sanitation remains a challenge for Uganda with a significant proportion of the population of up to 32.5 percent with no latrines. (HSSP III, 2010/11-2014/15, p.33).



Field research findings from Kasese district indicated that salaries paid to staff are not appropriate to their performance. This implies that the salary paid to staff is a motivating factor that supplements other factors, which according to some respondents are lacking in the local government. Therefore, once staff agree that salaries paid are not appropriate, then their performance is likely to be affected.

#### **2.4.2. Facilitation and allowances**

In the study context, facilitation includes but not limited to the provision of tools like furniture, computers, office and housing accommodation, motor vehicles/motorcycle (transport facilitation) and allowance which can enhance an individual's capacity to achieve higher performance.

The Public Service Reform Program Strategic Framework for 2005/06-2009/10, (2005) cited lack of facilitation as a key cause of poor performance in Local Governments and Central Government. Therefore, without facilitation, staff in local governments will not perform to the required standard.

In Kasese, study findings indicated that facilitation is not given to staff and this may affect their performance. This is so because it was found out that the District Health Officer does not have transport means to enable him carryout his work effectively and efficiently. This in the end affects the outputs he is supposed to realize.

### **2.4.3. Financial and non-financial rewards**

The issue of use of rewards to induce performance has proved to be an international issue. Braton, (1988) argues that in Canada, the US and UK, top management pay is increasingly linked to the achievement of business objectives and for their subordinates, for pay is being geared to individual potential and performance.

For non-financial rewards, Deway, (2000) postulates that individual employee needs are different and it therefore makes sense to relate the benefit package to those needs by giving employees a menu of benefit to select from. Benefits are viewed as another example of non-financial rewards. Wages on the other hand are non-cash additions to basic pay.

Armstrong, (2003) presented benefits as time off, work leave, social facilities while Maicibi (2003) presents as maternity leaves, payment of telephone, and health insurance among others.

Armstrong looked at benefits as a sense of supplements to basic pay and a means of facilitating good work by employees. They are forms of indirect compensation such as housing, medical care; meals, transport facilities, and such benefits may be a motivation to local government staff. These may improve on time management, efficiency, effectiveness, and reduce absenteeism of staff.

Substantial research has been conducted on factors that influence job satisfaction in high-income countries and has shown a clear link between job satisfaction and the intention to leave a post. Financial benefits are an important factor, particularly in settings where salaries are extremely low, but they are not the only reason (Hongoro & Normand, 2006).

In Kasese district, field research findings indicated that staff are not given financial and non-financial incentives like recognition and also giving them other essentials which can make them have a positive attitude towards work. This in my opinion affects staff performance since they just work unwillingly hence affecting service delivery to the population.

## **2.5. Government Policy and Staff Performance**

Tim, W. (2003) argues that tension is emerging between Uganda highly decentralized local government system and the centrally Sector Wide Approach (SWAP) processes where sector service delivery targets have been established at national level. This has been combined with excessive and increasing central control over inputs through a large number of tightly earmarked conditional grants. Despite attempts by sectors to increase central control, there remain wide variations in performance in local governments, even with similar resource endowments. The focus on central control has actually distracted attention from the need for local controls and system for accountability in the delivery of services. (Tim, 2003). Therefore, once there is increased central control over conditional grants, the amount of outputs required by local governments may be affected because of the stringent conditions attached on these conditional grants.

Tim, W. (2003) adds that despite the participatory legal framework, planning and budgeting decisions are largely concentrated at the district level. This translated into lack of knowledge and/or ownership of planned activities and set targets in lower local governments. This affects staff performance at in that activities that are planned are implemented by the lower local governments who never participate in the planning and

budgeting process. In the end, there is no ownership because the projects implemented are not the priority of the implementing agency hence affecting the outputs required at completion stage.

Golala, M.L. (2001) argues that apart from political expediency, politicians at the centre have no wish to cede their powers, notably those overstate finances that enable them to exercise political patronage to the local level. They only embark on meaningful rural reforms including decentralization when they detect real benefits to themselves from incorporating the countryside into mainstream political process. This affects staff performance in that reforms that would bring out key outputs in service delivery are not considered because of personal benefits for the staff at the centre.

According to the NDP (2010/11–2014/15), Public Sector Management (PSM) is a key function for efficient and effective management of public service delivery. It entails the establishment of institutions, structures and systems, and the formulation and enforcement of policies, laws, regulations, standards and procedures for effective coordination and management of public service delivery systems. PSM aims at ensuring that public services are accessible by users in a timely and reliable manner, and they are affordable and of good quality. As Government's coordination mechanism, PSM ensures that public service delivery institutions are well guided (strategic planning and policy direction), coordinated and regulated. PSM strives to build capacity of public service institutions for effective and efficient service delivery as well as ensuring that these institutions conduct themselves in a manner that is accountable to the general public (value-for money). The objective is to enhance coherence in policy frameworks for public sector management in planning, policy formulation and implementation, coordination of implementation, monitoring and

evaluation of Government policies and programmes, and institutional and human capacity building both at central and Local Government.

Further, the NDP (2010/11–2014/15) states that the Government performance measurement and management framework is still weak. There are no organized processes amongst the central control agencies for ensuring that Government objectives are properly financed and implemented; and that the problems in policy management and service delivery are identified and fixed. Therefore, the Results Oriented Management (ROM) initiative should be complemented by instituting better compliance and control measures. With this therefore, staff performance is likely to be affected because of the weak management framework which makes it difficult to achieve the objectives set for service delivery hence affecting results expected from staff.

In Kasese district, research findings showed that government policy affects staff performance and also has a significant moderator effect on staff performance. This is due to the frequent changing of policies like the NAADS implementation guidelines which makes staff find difficulties in implementation.

In summary, it can be said that staff/employee performance is the core of effective service delivery in local governments of Uganda. However, there is need to improve the factors that affect their performance so that service delivery is improved. This study will also close the knowledge gap, and expand employee/staff work performance.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0. Introduction**

Methodology is defined as an approach a researcher uses to investigate a subject. (White, B. 2000). It refers to the philosophical basis on which a research is based. Methods on the other hand are particular techniques used to collect data and information. Therefore, the purpose of this chapter is to describe the methodology that was used in the study.

This chapter presents the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods, data collection instruments, validity and reliability, the procedure of data collection, data analysis and the measurement of variables.

#### **3.1. Research Design**

Research design can be defined as the arrangement of conditions for data collection and analysis of data in a manner that aims to combine relevance to research purposed with economy in procedure. (Kothari, 2004).

The study adopted a case study design. This design was preferred because the researcher wanted to examine the technical factors, and financial resources together with the government policy existing in KDLG and how these affect staff performance.

A case study design was used to describe the nature and pattern of the study. The case study approach calls for the researcher to make choices from among a number of possible events, people and organizations. (Deniscombe, 2000). The choice for the case study was

to enable the researcher understand the study in depth so as to get solutions to the problems in the area of study. The study employed both qualitative and quantitative approaches.

The research employed the qualitative approach in order to get the opinions of respondents in relation to the variables under study and their understanding on factors affecting staff performance was sought using interviews and documentary reviews.

The quantitative approach was used to obtain the magnitude of the relationship between the variables and this was mainly through questionnaires to the district officials. This study was more quantitative than qualitative because most of the data was got from questionnaires. This is because of the number of respondents that responded to questionnaires viz-a-viz that of key informants.

Data was also got through face to face interviews and documentary review. The quantitative method was used to obtain the magnitude of the relationship between the variables.

### **3.2. Study Population**

Population is the complete collection (or universe) of all the elements (units) that are of interest in a particular investigation. (Amin, 2005).

The study population was 180 consisting of staff working at both district and sub county level. It included sub county chiefs, extension workers, senior accounts assistants, community development officers, sub county STPC members, sub county chairpersons, teachers, and district head quarter staff. The District planner, Chairperson District Service

Commission, the District Chairperson, the Chief Administrative Officer and Personnel Officer were selected as key informants.

### 3.3. Sample Size and Selection

The researcher agrees with Mugenda & Mugenda (1999) that collecting data from the entire population is not possible due to cost and time constraints. Therefore, by studying the sample, the researcher was able to draw conclusions that can be generalized on the population of interest.

The sample size was selected from the population using a table by Krejcie and Morgan cited by Amin, (2005). Therefore, with the study population of 180, the estimated sample was 167. The table below summarizes the sample size.

**Table 3.1: Sample Size determination table**

<b>Category</b>	<b>Target Population</b>	<b>Sample Size</b>	<b>Sampling Technique</b>
Sub County Chiefs	15	14	Purposive
Extension workers	10	10	Purposive
Senior Accounts Assistants	10	10	Convenience
Community Development Officers	20	19	Convenience
Sub County STPC members	40	36	Purposive
Sub County Chairpersons	15	14	Convenience
Teachers	35	32	Purposive
District Head quarters staff	35	32	Convenience
<b>Total</b>	<b>180</b>	<b>167</b>	

**Source:** From R.V Krejcie and D.W.Morgan (1970), as cited by Amin E. (2005).



The sample size was chosen because it is difficult to get information from the entire population. The target population was the population to which the researcher generalized the results of the study. The sample was drawn from the target population. Therefore, the sampled results were generalized to the sampled population. (Amin, 2005).

### **3.4. Sampling Techniques and Procedure**

Probability sampling is a process of selecting a sample in such a way that all elements in the population have some probability of being selected, while non-probability sampling is a sampling method where elements in the population do not have a known probability of being selected. (Amin, 2005).

In determining the sample size, the non-probability method was used. For this study particularly; purposive and convenience sampling techniques were used. The advantage of purposive sampling is that the researcher will focus on people or elements that are critical for research.

In this case, it was not only informative but economical because data was got only from subjects who were having it, instead of trial and error like accidental sampling. (Deniscombe, 2003). This means that data was got from respondents who were intended for the study.

Convenience sampling was used by the researcher because the respondents were easily accessed and easy to study. The researcher selected the closest persons as respondents whom he easily accessed.

### **3.5. Data Collection Methods**

Data collection methods during the study included questionnaires, conducting face-to-face interviews with key informants and documentary reviews regarding factors affecting staff performance. Data was collected with the aid of both structured and unstructured questionnaires because they are very instrumental in obtaining detailed information from samples detected. This is so because these questionnaires generate detailed information on the subject under investigation.

Interviews were from the key informants. This enabled the researcher to obtain more elaborate, accurate information and in-depth data through further probing which may not be possible in questionnaire. Two research assistants were employed to distribute the questionnaires and ensure that they are collected.

### **3.6. Data Collection Instruments**

The researcher used both primary and secondary sources. Primary data was collected from key informants. Primary sources included interviews with colleagues, staff, and government leaders. Secondary sources included records, government publications, websites, internet and journals.

Data collection instruments which were used included; questionnaires and interview guide respectively.

**3.6.1. Questionnaires:** This consisted of questions which the respondents answered in writing. This instrument was used because it is cheap compared to other methods. The researcher used self administered and semi structured questionnaires to collect data. The self administered questionnaires were filled by respondents who were selected to participate in the study. The self-administered questionnaires were delivered physically by the researcher and the research assistants to ensure that they are not delayed.

The questionnaires comprised both structured and unstructured questions. This gave respondents freedom to elicit some information in details due to the open-ended nature of some of the items it consisted. It accommodated a wide range of close ended questions giving a more latitude to cover all areas of interest as far as desired data was concerned.

Questionnaires were used in order to cover a large number of respondents in a relatively short time and there was generation of data because answers were given in their own mood. This however stimulates the respondents because it gave an insight into their feelings and options. (Mugenda & Mugenda, 1999).

**3.6.2. Interview:** Face-to-face interviews ensured that the respondents were the people the researcher wanted to interview and this improved reliability of the data. The face-to-face interviews also allowed longer and more complicated questions to be covered in that clarification was sought/made there and then where necessary. They also ensured a high response rate.

To supplement the data from the self administered questionnaires, an interview guide was used for key informants. This was applied in face-to-face interviews in order to explore further on the concepts, namely technical factors, financial resources, and government policy/political interference in relation to staff performance.

This was administered to CAO, District Planner, District Service Commission Chairperson, District Chairperson and Personnel Officer. This was used because of its flexibility in terms of adapting, adopting, changing the questions as the researcher proceeds.

The interview guide was important because it facilitated the understanding and exploration/clarification of the complex issues of staff performance.

### **3.7. Quality control of the instruments (Validity and Reliability)**

To ensure the quality control of the instrument, the researcher ensured that the instrument is reliable and valid. Pre-testing of the above instruments was undertaken to measure that the questions were understood by the respondents and that there were no problems with the wording or measurement. This helped to rectify the inadequacies in the instruments before administering them. (Sekaran, 2003).

Pre-testing was done on 20 persons of a similar sample in the neighboring district of Kabarole who never participated in the actual study. The pre-test sample was chosen based on Sekaran, (2003) who says that a sample between 1% and 10% is appropriate depending on the sample size. The pre-test subjects were encouraged to make comments and suggestions concerning instruments, clarity of questions and relevance.

### 3.7.1. Validity of the questionnaire

Sekaran (2003) defines validity as the accuracy and meaningfulness of inferences which are based on research results. Validity was established through a validity test using content Validity Index (CVI). This is a tool used to gauge the content validity of items on an empirical measure. It was applied to the formula below;

$$\text{CVI} = \frac{\text{Number of items rated relevant by all judges}}{\text{Total number of items in the instrument}}$$

In this approach, Subject Matter Experts (SMEs) were asked to indicate whether or not the instrument was valid, and when the CVI is 0.7 and above, the instrument can be considered valid (Amin, 2004). After the comments by the SMEs, the result was 0.857 i.e.  $\frac{34}{42} + \frac{38}{42} = \frac{72}{84} = \frac{36}{42} = 0.857$ . This means 85% of total items in the instrument were rated relevant. The researcher considered this because Amin proposes that a minimum of CVI of 0.7 and above is valid.

### 3.7.2 Reliability of the Questionnaire

Sekaran (2003) defines reliability as the degree to which a research instrument yields consistent results. To ensure reliability, the research instruments were pre-tested to selected 20 respondents using test-re-test method to ensure consistency and comprehensiveness. Further, consultations with other researchers and supervisors were done to review the research instruments. Further, to ensure reliability of the instrument, the researcher used the Cronbach's Alpha Co-efficient with the help of SPSS version 15.0. Therefore, when the

Coefficient Alpha from the reliability test is greater than 0.5, it means there is high reliability of the instrument (Amin, 2005).

**Table 3.2: Reliability analysis on questionnaire pre-test**

<b>Variables under study</b>	<b>Cronbach's Alpha</b>	<b>Number of item</b>
Technical factors	.540	8
Financial resources	.663	9
Staff performance	.597	8
Government policy	.653	10
All the 4 Variables above	.858	35

From the table above, a pretest on technical factors showed Cronbach's alpha of .540 with 8 items, financial resources got Cronbach's alpha of .663 with 9 items, staff performance got alpha .597 with 8 items, and government policy gave alpha .653 with 10 items. While pre-testing all the four variables, the researcher got Cronbach's alpha of .858 with 35 items. This meant that the questionnaires designed for the study were reliable, and fit to be administered to respondents in the field for data collection. Refer to appendix III. After data analysis, the reliability Cronbach's alpha indicated the following results as shown in the table below.

**Table 3.3: Reliability analysis on questionnaires after data collection**

<b>Variables under study</b>	<b>Cronbach's Alpha</b>	<b>Number of items</b>
Technical factors	.733	8
Financial resources	.500	9
Staff performance	.515	8
Government policy	.598	10
All the 4 Variables above	.772	35

From the table above, a pretest on technical factors obtained Cronbach's alpha of .733 with 8 items, financial resources got alpha .500 with 9 items, staff performance got alpha .515 with 8 items, and government policy also showed alpha .598 with 10 items. While testing all the four variables after data collection, the results obtained for the Cronbach's alpha were .772 with 35 items. This therefore means that the instruments were reliable for the study. Refer to appendix IV.

### **3.8. Procedure of Data Collection**

The researcher wrote the proposal and submitted it to the Higher Degrees department for defense. Upon successful defense before a Masters defense committee, he was given an authority letter which was then presented to the Chief Administrative Officer of KDLG. The CAO introduced the researcher to the Sub Counties where the study was carried out.

After permission/introduction, the researcher recruited two research assistants and then trained them for one day on issues about the research i.e. questionnaires, ethics

(confidentiality), establishing or creating rapport with respondents and editing questionnaires among others. Data was then collected, analyzed, interpreted and dissertation report was produced, forwarded to Supervisors who made comments. After the comments from supervisors, the researcher submitted the dissertation book to the Higher Degrees department for Viva. During viva, some errors were observed and addressed to the researcher. The researcher corrected the errors in a period of one month as directed during the viva and submitted the final dissertation copies to the Higher Degrees department for graduation, thus the end of research.

### **3.9. Data Analysis**

Sekaran (2003) suggests that analysis is the evaluation of data. It is the process of systematically applying statistical and logical techniques to describe, summarize and compare data.

#### **3.9.1. Analysis of Qualitative data**

The analysis of interview responses from key informants was edited according to the themes developed in the objectives of the study. The information from open-ended questions and interview responses was analyzed by listing down all respondents' views under each question or category. The data was harmonized basing on a common view from respondents on the themes and was then interpreted to give meaning.



### **3.9.2. Analysis of Quantitative data**

Quantitative data was collected mainly from the close-ended type of questions. The researcher ensured that data is coded and categorized into useful and relevant data. The data collected from questionnaires was entered in a computer and analyzed using the Statistical Package for Social Scientists (SPSS) because it is the most recommended package for analyzing social science research data. (Sekaran, 2003).

Descriptive data was presented in form of summary tables, frequency distributions, and percentages and was analyzed using Pearson Correlation and T-Test analysis.

### **3.10. Measurement of Variables**

According to Mugenda & Mugenda (1999), measurement of variables gives the researcher information regarding the extent of individual difference on a given variable. It is on this basis that appropriate measurement of instruments was used to measure and data was categorized in an orderly form using a five likert scale on the questionnaire as reflected below. A likert scale consists of a number of statements which express either favorable or unfavorable attitudes towards the given object to which the respondent is asked to respond. Each response was given a numerical score indicating its favorableness or unfavorableness and the scores are totaled to measure the respondents' attitudes. The scale of 1-5 was used to help the researcher measure the extent to which objectives were achieved where by 1 represented strongly disagree 2 = disagree, 3 = neither agree nor disagree, 4= agree and 5

strongly agree. Therefore, all responses to each scale was used to determine the common view of respondents on the themes developed in the objectives of the study.

5	4	3	2	1
Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

A nominal scale was used where numbers were assigned to the different variables to serve as its name and create sameness or difference. This enabled the researcher to know the difference between the variables.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION.**

#### **4.0. Introduction**

This chapter presents the findings of the study and had three objectives, which were; To establish how technical factors contribute to staff performance in Kasese District Local Government, to assess the contribution of financial resources to staff performance in Kasese District Local Government and to establish the moderator effect of government policy on staff performance in Kasese District Local Government.

This chapter is divided into three sections i.e. background data, descriptive statistics on the independent variables, dependent variable and moderating variable.

#### **4.1 Response Rate**

The response rate shows the respondents that participated in the study. In this study, a total of 167 questionnaires were distributed to respondents and 151 were returned. This represents 90%. This indicates that the response from study was acceptable because Mugenda & Mugenda (1999) says that a 50% response rate is adequate, 60% good and above 70% very good. Therefore, basing on this aspect, the response rate of 90% in this study was very good.

## 4.2. Demographic Characteristics of respondents

This presentation shows the analysis of demographic characteristics of respondents summarized in tables. The researcher collected information on the characteristics of respondents in order to verify whether data was collected from the right population. This is so because it would help in determining whether the intended respondents actually participated in the study. These demographic characteristics of respondents included: gender, age, marital status, level of education, salary scale, years worked and current department.

### 4.2.1: Gender of respondents

The researcher obtained data from male and female respondents to ensure that the views of both male and female were representative in the study. The researcher was interested in finding out whether this would affect staff performance in the local governments. The responses are presented in the table below;

**Table 4.1 Distribution table for Gender of respondents**

	Frequency	Percent	Cumulative Percent
Valid Male	101	66.9	66.9
Female	50	33.1	100.0
Total	151	100.0	

Source: Field research findings

From the above table, it is seen that 101 respondents with 66.9% were male and 50 respondents with 33.1% were female. This means that the views for both male and female were representative in the study. Therefore, this gives a good balanced view of both male

and female staff that participated in the study. So, the researcher was interested in getting information from a variety of both male and female staff in Kasese district.

#### **4.2.2: Age of the respondents**

The researcher focused on the age of the respondents so that people from different age groups could be included in the study. People from different age groups have different views concerning the problem under investigation and therefore capturing views from different age groups was important for this study to give a balanced argument from different age groups.

Therefore, the study aimed at finding out whether local government staff are considered in terms of age when joining service, and whether this affects staff performance. This in the end would help the researcher know whether staff performance was determined by age.

The findings from the study are summarized in the table below;

**Table 4.2: Distribution table for Age of respondents**

		Frequency	Percent	Cumulative Percent
Valid	20-30	52	34.4	34.4
	31-40	72	47.7	82.1
	41-50	19	12.6	94.7
	51-60	6	4.0	98.7
	61 years and above	2	1.3	100.0
	Total	151	100.0	

Source: Field research findings

From table 2 above, the majority of respondents were in the age bracket of 31-40 i.e. 72 (47.7%), those in 20-30 were 52 (34.4%), 41-50 got 12.6%, 51-60 got 4% and lastly 61 years above obtained only 1.3%. This means that age has a bearing on staff when joining local governments since the majority of respondents were in the age bracket of 31-40

(47.7% and 20-30 with 34.4%. This means that staff age determines how one will perform the job in local governments because the majority of respondents in the study were in the active age which makes them to perform better. Therefore, this is to justify that the more staff in this age group, the more effort is dedicated to the job leading to improved performance. Further, with the age bracket of 51-60 (4%) and 61 years being small (1.3%), then this age group is likely not to perform better since they are no longer in the active age group.

#### 4.2.3: Marital Status of respondents

The researcher was interested in the marital status of the respondents to see whether it affects staff performance. This would enable the researcher to see which category of respondents were affected as they perform their duties in relation to their status. People with different marital statuses would tell whether staff performance is being affected with the status one has. The findings are shown in the table below.

**Table 4.3: Distribution table for marital status of respondents**

	Frequency	Percent	Cumulative Percent
Valid Married	111	73.5	73.5
Single	35	23.2	96.7
Divorced/Separated	3	2.0	98.7
Widowed	2	1.3	100.0
Total	151	100.0	

Source: Field research findings

From the above table, 111 respondents with 73.5% were married, 35 (23.2%) were single, 3 (2%) were divorced/separated and only 2 respondents with 1.3% were widowed. Therefore, these finding shows that marital status does not affect staff performance since the majority

of the respondents that participated in the study were married meaning that they attended duty even when they were married, followed by the singles. This implies that they were taking more time on the job than at home because the married are seen to have participated in the study in a big number. This helped the researcher to be able to know whether marital status has a bearing on staff performance in Kasese district.

#### 4.2.4: Level of Education of respondents

The researcher was interested in the education level of respondents because there is always a close relationship between the education level one has attained and the way he/she performs on the job. This therefore would establish whether staff education levels affects their performance in local governments. The results were summarized in the table hereunder;

**Table 4. 4: Distribution table for level of Education of respondents**

	Frequency	Percent	Cumulative Percent
Valid Graduate/Degree	45	29.8	29.8
Diploma	69	45.7	75.5
Certificate	36	23.8	99.3
Other	1	.7	100.0
Total	151	100.0	

Source: Field research findings

From table 4 above table, 45 (29.8%) were at graduate/degree level, a big number of respondents were 69 (45.7%) with diploma, those with certificates were 36 (23.8%) and only 1 was in others represented by .7%. Therefore, since majority of the respondents had diploma level and above, it shows that the respondents who participated in the study were well qualified for the job. Therefore, they are likely to perform better since they have the

qualifications to enable them perform their jobs better. Further, it can be argued that in terms of general performance, the educated group can perform better than the uneducated group other factors remaining constant. So, the level of education helped respondents to understand and interpret the questions very well, hence giving quality responses for the study.

#### 4.2.5: Salary Scale of respondents

The researcher was also interested in knowing the salary scale of different respondents so that he can determine whether salary paid by the district makes them willing to work for the local government and the table below summarizes the responses;

**Table 4.5: Distribution table for Salary scale of respondents**

	Frequency	Percent	Cumulative Percent
Valid U2	3	2.0	2.0
U3	6	4.0	6.0
U4	30	19.9	25.8
U5	25	16.6	42.4
U6	10	6.6	49.0
U7	73	48.3	97.4
U8	4	2.6	100.0
Total	151	100.0	

Source: Field research findings

From the table above, 3 respondents (2%) were in U2, 6 respondents with 4% were in U3, 30 respondents with 19.9% were in U4, 25 (16.6%) respondents were earning U5, 10 (6.6%) were in U6, the majority respondents were 73 (48.3%) in U7 and 4 respondents (2.6%) were in U8 salary scale. Since the majority of the respondents were in U7, then the salary scale may affect performance because the pay one gets is a motivating factor that supplements other factors and this determines the way one is supposed to perform duties at



the work place. This helped the researcher to determine whether salary paid to staff affects their performance since the amount of pay received makes staff perform well.

#### 4.2.6: Years in Service of respondents

The researcher also asked respondents for the period they had worked in the local government. This period ranged from less than 1 year to 10 years and above. The responses are presented below;

**Table 4.6: Distribution table for years in service for respondents**

	Frequency	Percent	Cumulative Percent
Valid Less than 1 year	21	13.9	13.9
Between 1-5 years	47	31.1	45.0
Between 6-10 years	39	25.8	70.9
Above 10 years	44	29.1	100.0
Total	151	100.0	

Source: Field research findings

From table 6 above, 21 respondents (13.9%) had worked in local government for a period of less than a year, 47 (31.1%) had worked for a period between 1-5 years, 39 (25.8%) had worked between 6–10 years, and those who had worked above 10 years were 44 (29.1%). Therefore, since the majority of the respondents that participated in the study had worked more than one year and above, it can be argued that they had the required information on the factors affecting staff performance in local governments.

#### 4.2.7: Current department of respondents

The study sought to establish the different departments where the respondents belonged in a bid to ensure that all the views of different departments were represented in the study.

This is so because factors that affect staff performance in local governments may cut across all departments. The responses are presented in the table below;

**Table 4.7: Distribution table by department of respondents**

	Frequency	Percent	Cumulative Percent
Valid Management and Support services	45	29.8	29.8
Finance and Planning	15	9.9	39.7
Community Based Services	21	13.9	53.6
Education and Sports	42	27.8	81.5
Health and Environment	18	11.9	93.4
Production and Marketing	10	6.6	100.0
Total	151	100.0	

**Source: Field research findings**

The table above indicates that 45 respondents with 29.8% belonged to management and support services, 15 with 9.9% were in finance and planning, 21 with 13.9% were in community based services department, 42 with 27.8% were in education and sports, 18 with 11.9% were in health and environment department and 10 with 6.6% belonged to production and marketing department. The researcher picked respondents from different departments to ensure that balanced views from staff in Kasese District Local Government on factors affecting staff performance are representative enough in the study. This helped the researcher to get representative data from a wide range of departments in Kasese district which gave representativeness as far as departmental views were concerned in the study.

### **4.3: Descriptive statistics of respondents**

Descriptive statistics characterize the distribution of a set of observations on a specific variable or variables. This shows the nature of data, how it is presented and how it is summarized.

The study examined the factors affecting staff performance in Local Governments of Uganda, a case study of Kasese district. The following were the hypotheses of the study; Technical factors significantly affect staff performance, financial resources positively contribute to staff performance and Government policy has a significant moderator effect on staff performance.

To test these hypotheses, the researcher used T-test and this was according to the objectives of the study. This therefore shows the relationship between variables and the extent to which each item affects or contributes to the other.

### **4.4. Technical factors and staff performance**

A number of questions were asked to employees of Kasese local government in regard to the variable above and the responses were given in the objective as indicated below.

#### **4.4.1 Objective 1: To establish how technical factors affect staff performance in Kasese District Local Government.**

This objective was set to measure how technical factors affect staff performance using the following dimensions namely; skills/training, qualifications and then experience. This was

got using the questionnaires and also interviews from respondents. The findings in relation to the above objective are summarized in the table below;

**Table 4.8: Summary of descriptive analysis on the technical factors and staff performance**

Response category	SA	A	Neither agree nor disagree	D	SD	Mean	Standard Deviation
I have the required skills to perform my job	94 (62.3%)	39 (25.8%)	9 (6%)	3 (2%)	6 (4%)	4.40	.981
I am always given on job training sessions	68 (45%)	60 (39.7%)	6 (4%)	12 (7.9)	5 (3.3%)	4.15	1.044
I have opportunities for further studies to enhance performance	5 (3.3%)	17 (11.3%)	16 (10.6%)	46 (30.5%)	67 (44.4%)	1.99	1.143
I do the work in relation to my qualifications	57 (37.7%)	65 (43%)	24 (15.9%)	5 (3.3%)	00	4.15	.806
Some staff do work which is outside their qualifications to perform	00	00	4 (2.6%)	89 (58.9%)	58 (38.4%)	1.64	.533
Staff qualifications enhance efficient performance in local governments	81 (53.6%)	56 (37.1%)	10 (6.6%)	1 (.7%)	3 (2%)	4.40	.809
I have adequate experience to perform well	94 (62.3%)	39 (25.8%)	9 (6%)	3 (2%)	6 (4%)	4.40	.981
Experience is important for employees to perform well	68 (45%)	60 (39.7%)	6 (4%)	12 (7.9%)	5 (3.3%)	4.15	1.044

Source: Field research findings

#### 4.4.1.1 Skills/training and staff performance

From the table above, 94 respondents with (62.3%) of the respondents strongly agreed, 39 respondents with (25.8%) agreed, 9 respondents with (6%) neither agreed nor disagreed, 3 respondents with (2%) disagreed and 6 respondents with (4%) strongly disagreed that they

have the required skills. The mean response is 4.40 meaning that the majority of the respondents were in agreement with the issue. The standard deviation is .981 this also means that respondents had a common view on the issue. This was computed using SPSS as per appendix VI. Therefore, training has a contribution on staff performance since most of the respondents that participated in the study had the required skills to perform their job.

Further, respondents were asked whether they are always given on job training sessions for better performance and 68 respondents with (45%) strongly agreed, 60 respondents with (39.7%) agreed, 6 respondents with (4%) agreed nor disagreed, 12 respondents with (7.9%) disagreed and 5 respondents with (3.3%) strongly disagreed. Therefore, 84.7% were in agreement, 11.2% were in disagreement and only 4% were undecided. The mean response is 4.15. This implies that respondents that participated in the study were in agreement and with the standard deviation of 1.044, shows that respondents had diverse views about the issue under investigation. Refer to appendix VI. This finding was confirmed in face to face interviews with key informants where it was noted that training is important for staff to perform better and is also a non-financial motivation factor. This in the end makes staff to perform better hence not affecting their performance.

As per the table, 5 respondents with (3.3%) strongly agreed, 17 respondents with (11.3%) agreed, 16 respondents with (10.6%) neither agreed nor disagreed, 46 respondents with (40.5%) disagreed and 67 respondents with (44.4%) strongly disagreed that they have opportunities for further studies to enhance performance. The mean response was 1.99 and standard deviation 1.143. The mean response implies that respondents were in disagreement and the standard deviation means that respondents had diverse views.

This finding was also confirmed from interviews with key informants where they said that staff have worked for a long period of time with the same qualifications and are not considered for further studies so that they are motivated to perform better. This in the end affects the way they perform duties. This is so because staff become demoralized for since they have no opportunities for further studies to enhance their performance.

While administering the interview guide in face to face interviews with key informants, it was found out that training is important for staff to perform better and is also a non-financial motivation factor. This in the end makes staff to perform well. Also, on whether staff have opportunities for further studies to enhance performance, it was confirmed that staff have worked for a long period of time with the same qualifications and are not considered for further studies so that they are motivated to perform better. This in the end affects the way they perform duties.

#### **4.4.1.2 Qualifications and staff performance**

From table 4.3.1 above, 57 respondents with (37.7%) strongly agreed, 65 respondents with (43%) agreed, 24 respondents with (15.9%) neither agreed nor disagreed, and only 5 respondents with (3.3%) disagreed that they do work in relation to their qualifications. The mean response was 4.15 and the standard deviation was .806. Refer to appendix IV. This implies that performance of staff in KDLG is not affected by the qualifications since the majority of the respondents that participated in the study had the required skills to perform.

Further, respondents were asked whether some staff do work which is outside their qualifications and 4 respondents with (2.6%) neither agreed nor disagreed, 89 respondents

with (58.9%) disagreed and 58 respondents with (38.4%) strongly disagreed. The mean response was 1.64 and standard deviation .533. This finding implies that respondents were in strong disagreement that some staff do work outside their qualifications hence does not affect their performance.

Finding from the study on whether staff qualifications enhance efficient performance in local governments revealed that; 81 respondents with (53.6%) strongly agreed, 56 respondents with (37.1%) agreed, 10 respondents with (6.6%) neither agreed nor disagreed, 1(.7%) disagreed and only 3 respondents with (2%) strongly disagreed. The mean response was 4.40 and standard deviation was .809. Refer to appendix IV. This finding implies that the majority of the respondents were in agreement and had diverse views on the question under investigation.

#### **4.4.1.3 Experience and staff performance**

Under this, respondents were asked whether they have adequate experience to perform well. This was done in order to see whether experience would be seen as a factor affecting staff performance in KDLG. It was found out that 94 respondents with (62.3%) strongly agreed, 39 respondents with (25.8%) agreed, 9(6%) neither agreed nor disagreed, 3 respondents with (2%) disagreed and 6 respondents with (4%) strongly disagreed. The mean response was 4.40 and standard deviation was .981. With this, it can be argued that on average, the majority of respondents were in agreement that they have adequate experience to perform better hence making them perform better for improved service delivery.

Further, it was found out that 68 respondents (45%) strongly agreed that experience is important for employees to perform better, 60 respondents with (39.7%) agreed, 6 respondents with (4%) neither agreed nor disagreed, 12 respondents with (7.9%) disagreed and only 5 respondents with (3.3%) strongly disagreed. With the mean response of 4.15 and standard deviation of 1.044 means that the majority of respondents were in agreement with the issue under investigation.

**Table 4.9: Correlation Analysis on Technical Factors and Staff Performance**

		TF (Technical Factors)	SP (Staff Performance)
TF (Technical Factors)	Pearson Correlation	1	.517(**)
	Sig. (2-tailed)		.000
	N	151	151
SP (Staff Performance)	Pearson Correlation	.517(**)	1
	Sig. (2-tailed)	.000	
	N	151	151

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

This table was analyzed to see the relationship between technical factors and staff performance. From the table above, it can be said that technical factors have a positive relationship on staff performance with staff performance correlation of .517(\*\*) at the value of 0.01. Therefore,  $H_0$  is to the effect that there is no relationship between technical factors and staff performance. As per the table above, the researcher rejects the  $H_0$  and adopts the  $H_1$  which says that there is statistically positive relationship between technical factors and staff performance based on Sig level of (.000) which appears to be below +1. This is a positive relationship as per Pearson correlation of .517(\*\*).

Further, the researcher subjected the results in the table above on a T-Test and the results are in the table below.



**Table 4.10: T-Test analysis on Technical Factors and Staff Performance**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta	B	Std. Error	
1	(Constant)	1.995	.242		8.232	.000
	TF (Technical Factors)	.483	.065	.517	7.371	.000

a Dependent Variable: SP (Staff Performance)

From the T-Test, the analysis showed a positive relationship between technical factors and staff performance as shown by the t-value of 7.371 which is above the p-value of .000. Therefore, the study showed positive relationship on technical factors and staff performance. This is reflected by the standardized coefficients of .065 which implies that technical factors do not affect staff performance in KDLG. So, with the p-value of 7.371, the null hypothesis that there is no relationship between the two variables is rejected and then the alternative hypothesis that technical factors affect staff performance is accepted.

#### **4.5. Financial resources and staff performance**

A number of questions were asked to employees of Kasese local government in regard to the variable above and the responses were given in the objective as indicated below.

##### **4.5.1 Objective 2: To assess the contribution of financial resources to staff performance in Kasese District Local Government.**

This objective was set to assess the contribution of financial resources to staff performance using the dimensions of; salaries and benefits, facilitation and allowances, then financial and non-financial rewards. This was got using the questionnaires administered to respondents as well as interviews from key informants. The findings in relation to the above objective are summarized in the table below;

**Table 4.11: Summary of descriptive analysis of financial resources and staff performance**

Response category	SA	A	Neither agree nor disagree	D	SD	Mean	Standard Deviation
Salaries are paid to staff on time	58 (38.4%)	68 (45%)	6 (4%)	14 (9.3%)	5 (3.3%)	4.06	1.047
Salary increment is annually given to staff	00	2 (1.3%)	12 (7.9%)	100 (66.2%)	37 (24.5%)	1.86	.600
Salaries paid to employees are appropriate to their performance	5 (3.3%)	17 (11.3%)	16 (10.6%)	46 (30.5%)	67 (44.4%)	1.99	1.143
Financial and non-financial incentives are provided to staff	00	2 (1.3%)	3 (2%)	35 (23.2%)	111 (73.5%)	1.31	.579
Staff have materials to perform work	00	1 (.7%)	36 (23.8%)	69 (45.7%)	45 (29.8%)	1.95	.751
Staff are paid allowances for extra work	58 (38.4%)	68 (45%)	6 (4%)	14 (9.3%)	5 (3.3%)	4.06	1.047
Staff are given transport facilities	00	3 (2%)	9 (6%)	98 (64.9%)	41 (27.2%)	1.83	.619
Staff are rewarded when they put extra effort on work	5 (3.3%)	17 (11.3%)	16 (10.6%)	46 (30.5%)	67 (44.4%)	1.99	1.143
Staff are always recognized for good work performed	00	2 (1.3%)	12 (7.9%)	100 (66.2%)	37 (24.5%)	1.86	.600

Source: Field research findings

#### 4.5.2 Salaries and benefits

From the above, the majority of the respondents 126(83.4%) were in agreement that salaries are paid to staff on time, 12(7.9%) neither agreed nor agreed and only 19(12.6%) were in disagreement. The mean response was 4.06 and standard deviation 1.047. This implies that the majority of the respondents were in agreement with the issue under investigation and had diverse views on the same. Also, 2(1.3%) were in disagreement that

salary increment is annually given to staff to perform better, 12(7.9%) neither agreed nor agreed and the majority 100(66.2%) were in disagreement. The mean was 1.86 with .600 as the standard deviation. This implies that with no salary increase, staff performance is likely to be affected. Further, findings on whether salaries paid to staff are appropriate to their performance revealed that 22(14.6%) were in agreement, 16(10.6%) were undecided and 113(74.9%) as the majority were in disagreement. The mean was 1.99 and standard deviation 1.143. This was confirmed in key informant interview where it was said that

*remuneration is generally not attractive and not appetizing and cannot maintain an officer from day one to the last day of the month. So, staff performance is very low because performance goes hand in hand with pay. Eventually people resort to part time work to have an increase in income.*

This implies that the salary paid to staff is a motivating factor that supplements other factors, which according to some respondents are lacking in the local government. Therefore, once staff agree that salaries paid are not appropriate, then their performance is likely to be affected negatively.

#### **4.5.3 Facilitation & allowances**

Also, on whether financial and non-financial incentives are provided to staff for better performance, 2(1.3%) agreed, 3 (2%) were undecided and 146(96.7%) were in disagreement with the issue under investigation. The mean was 1.31 and standard deviation was .579. Refer to appendix IV. Thus the majority were in disagreement and this affects staff performance. This finding was confirmed during face to face interviews with key

informants and it was found out that no incentives are given to staff which affects their performance.

Further, on whether staff have materials to perform work, .7% were in agreement, 36(23.8%) were undecided and 114(75.5%) were in disagreement. The mean was 1.95 and standard deviation .751. This means that lack of materials affects staff as they try to perform. Also, it was found out that 58 respondents (38.4%) strongly agreed that staff are paid allowances for extra work performed, 68(65%) agreed, 6(4%) were undecided, 14(9.3%) disagreed and 5(3.3%) strongly disagreed. The mean response was 4.06 and standard deviation was 1.047. Refer to appendix VI. This means that majority of respondents were in agreement and also had diverse views on the issue under investigation. Therefore, since staff are paid allowances for extra work performed, then they are likely to perform better at the work place.

Worth noting, findings from the study indicated that 3(2%) agreed that staff are given transport facilities to perform their work better, 9(6%) were undecided, 98(64.9%) disagreed and 41(27.2%) strongly disagreed. The mean response was 1.83 meaning that the majority were in disagreement. The standard deviation was .619. This means that staff had no diverse views on the issue under investigation. Therefore, on average, the majority of respondents were in disagreement that staff are given transport facilities to perform their work better. This finding was confirmed in key informant interview that these are not provided where it was said that

*Even the District Health Officer does not have transport means to enable him carryout his work effectively and efficiently. This in the end affects the outputs he is supposed to realize.*

#### **4.5.4 Financial and non-financial rewards**

Under this dimension, findings from the table above indicate that 5(3.3%) of respondents strongly agreed that staff are rewarded when they put extra effort on work to perform, 17(11.3%) agreed, 16(10.6%) were undecided, 46(30.5%) disagreed and 67(44.4%) strongly disagreed. The mean response was 1.99 meaning that the majority of the respondents were in disagreement. The standard deviation was 1.143 meaning that there is no reward given to staff for extra effort on work to perform. This finding is in agreement with key informant interviews where it was found that staff in KDLG are not rewarded in any way by top management for extra work performed. Therefore, once this is evident then staff performance is likely to be affected.

Further, respondents were asked whether staff are always recognized for good work performed and 2 (1.3%) agreed, 12(7.9%) were undecided, 100(66.2%) disagreed and 37(24.5%) strongly disagreed. The mean response was 1.86 meaning that the majority were in disagreement. The standard deviation was .600 showing how diverse the views or respondents were. This finding was confirmed during key informant interviews where it was said that

*Staff are poorly motivated; they are not being recognized and also given other essentials which can make them have a positive attitude towards work. Generally they don't feel happy to work but since they don't have other sources of income, they just work. It was again said that some staff take a long time like 10 years without being confirmed in service and others are not promoted*

This in my opinion affects staff performance since they just work unwillingly hence affecting service delivery to the population.

**Table 4.12: Correlation analysis on financial resources and staff performance**

		FR (Financial resources)	SP (Staff Performance)
FR (Financial resources)	Pearson Correlation	1	-.053
	Sig. (2-tailed)		.519
	N	151	151
SP (Staff Performance)	Pearson Correlation	-.053	1
	Sig. (2-tailed)	.519	
	N	151	151

This table was analyzed to determine whether there is a relationship between financial resources and staff performance. From the table above, it can be said financial resources have a negative relationship on staff performance with correlation of -.053. Therefore,  $H_0$  says that there is no relationship between financial resources and staff performance. As per the table above, the researcher rejects the  $H_0$  and adopts the  $H_1$  which says that there is statistically negative relationship between financial resources and staff performance based on Sig .519. This is a negative relationship in a linear way as per Pearson correlation of -.053, which is less than absolute value -1. This means there is a strongly negative relationship.

**Table 4.13: T-Test analysis on financial resources and staff performance**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	3.925	.255		15.379	.000
	FR (Financial resources)	-.070	.108	-.053	-.647	.519

a Dependent Variable: SP (Staff Performance)

When running the T-Test as per the above table, the analysis showed a negative relationship between financial resources and staff performance as shown by the t-value -.647 which is above the p-value of .519. Therefore, the study indicated negative relationship on financial resources and staff performance. This is reflected by the standardized coefficients of -.053 which implies that financial resources affect staff performance in KDLG. Therefore, with the p-value of .519, the null hypothesis that there is no relationship between the two variables is rejected and then the alternative hypothesis that financial resources affect staff performance is accepted.

#### **4.6 Government policy and staff performance**

Under this, a number of questions were asked to the respondents and the responses are here below;

##### **Objective 3: To establish the moderator effect of government policy on staff performance in Kasese District Local Government**

This objective was set out to establish whether government policy has a moderator effect of staff performance in Local Governments of Uganda with a special focus on KDLG, and the results are in the table below.

**Table 4.14: Summary of descriptive analysis on government policy and staff performance**

Response category	SA	A	Neither agree nor disagree	D	SD	Mean	Standard Deviation
Government policy affects staff performance	52 (34.4%)	79 (52.3%)	9 (6%)	9 (6%)	2 (1.3%)	4.13	.866
Central government releases funds to this district in time	5 (3.3%)	17 (11.3%)	16 (10.6%)	46 (30.5%)	67 (44.4%)	1.99	1.143
Decisions are made by Central government to enhance performance of Local Governments	9 (6%)	23 (15.2%)	28 (18.5%)	43 (28.5%)	48 (31.8%)	2.35	1.239
Budgeting is always made by Local governments	00	2 (1.3%)	3 (2%)	35 (23.2%)	111 (73.5%)	1.31	.579
Politicians interfere with my work	25 (16.6%)	63 (41.7%)	19 (12.6%)	33 (21.9%)	11 (7.3%)	3.38	1.205
Government policy has led to improved performance	50 (33.1%)	24 (15.9%)	28 (18.5%)	22 (14.6%)	27 (17.9%)	3.32	1.503
Resource allocation is made by central government	71 (47%)	58 (38.4%)	18 (11.9%)	2 (1.3%)	2 (1.3%)	4.28	.828
Local governments receive graduated tax compensation in time	31 (20.5%)	52 (34.4%)	10 (6.6%)	46 (30.5%)	12 (7.9%)	3.29	1.309
Policies made by Central government influence staff performance	5 (3.3%)	17 (11.3%)	16 (10.6%)	46 (30.5%)	67 (44.4%)	1.99	1.143
Policies made by Central government are appropriate for local government staff	9 (6%)	23 (15.2%)	28 (18.5%)	43 (28.5%)	48 (31.8%)	2.35	1.239

Source: Field research findings

From the above table, 52(34.4%) of respondents strongly agreed that government policy affects staff performance, 79(52.3%) agreed, 9(6%) were undecided, 9(6%) disagreed and 2(1.3%) strongly disagreed. The mean response was 4.13 and standard deviation was .866.



Refer to appendix IV. This means that on average, the majority of the respondents were in agreement that government policy affects staff performance. This finding was confirmed in key informant interviews where it was said that

*Some times policies made by government are always changed frequently and in the end staff find difficulties in implementation. Like the NAADS implementation guidelines are always changed time and again making it hard for staff to implement as required.*

Further, on average, 14.6% of the respondents were in agreement that central Government releases funds to the district in time to enhance performance, 10.6% were undecided and 74.9% disagreed. The mean response was 1.99 and standard deviation was 1.143. This means that the majority of the respondents were in disagreement with the issue under investigation, hence may affect staff performance. This is so because funding and performance go hand in hand. Once funds from the centre are released in time then outputs are realized as per the plan.

Worth noting, 58.3% of the respondents were in agreement that politicians interfere with their work which affects performance, 12.6% were undecided and 29.2% were in disagreement. The mean response was 3.38 and standard deviation was 1.205. Refer to appendix IV. Therefore, respondents had diverse views on the issue under investigation. This finding was confirmed in key informant interviews where it was said that sometimes politicians want their decisions to be implemented even when they are not technically good, which does not enable staff to implement policies as required.

From the above table, 49% of the respondents were in agreement that government policy has led to improved performance of local government staff, 18.5% were undecided and 32.5% were in disagreement. The mean response was 3.32 and standard deviation 1.503. This means that the majority of respondents that participated in the study were in agreement with the issue being investigated.

More so, 14.6% of the respondents agreed that policies made by central government influence staff performance in local governments, 10.6% were undecided and 74.9% disagreed. The mean response was 1.99 and standard deviation 1.143 meaning that the majority disagreed hence a need for policies appropriate to staff performance in local governments to be enacted. Further, on average, 21.2% were in agreement that policies made by central government are appropriate for local government staff to perform better, 18.5% were undecided and 60.3% were in disagreement. The mean response was 2.35 and standard deviation 1.239. Refer to appendix IV. This implies that since the majority of respondents were in disagreement, then there is need to make policies appropriate to local government staff to enable them perform better.

**Table 4.15: Correlation analysis on government policy and staff performance**

To test the above objective, the correlation analysis was made and the results were as per the table below.

		MV (Moderating Variable)	SP (Staff Performance)
MV (Moderating Variable)	Pearson Correlation	1	.256(**)
	Sig. (2-tailed)		.001
	N	151	151
SP (Staff Performance)	Pearson Correlation	.256(**)	1
	Sig. (2-tailed)	.001	
	N	151	151

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

From the above table, it was found out that there is a significant moderator effect on government policy and staff performance as indicated by correlation coefficients of .256(\*\*) on staff performance at Sig .001. This implies that government policy has a significant moderator effect on staff performance.

**Table 4.16: T-Test analysis on government policy and staff performance**

The correlation analysis above was further tested using a T-Test and the results are in the table below.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error
1 (Constant)	3.052	.223		13.677	.000
MV (Moderating Variable)	.250	.077	.256	3.238	.001

a Dependent Variable: SP (Staff Performance)

From the above table, it was found out that government policy has a significant moderating effect on staff performance as per the t-value of 3.238 which appears to be above the p-value of .001. Thus, the standardized coefficients of .256 implied that there is a significant moderator effect of government policy on staff performance.

#### **4.7 Descriptive statistics on the dependent variable**

Under this dimension, questions were asked to respondents in a bid to establish whether they have a relationship with staff performance. The findings are summarized in the table below.

**Table 4.17: Summary of descriptive analysis on staff performance**

<b>Response category</b>	<b>SA</b>	<b>A</b>	<b>Neither agree nor disagree</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>Standard Deviation</b>
Efficiency is important in staff performance	83 (55%)	52 (34.4%)	11 (7.3%)	5 (3.3%)	00	4.41	.768
Local government Staff are very effective in performance	5 (3.3%)	34 (22.5%)	8 (5.3%)	65 (43%)	39 (25.8%)	2.31	1.183
Failure to make accountability affects staff performance in local governments	94 (62.3%)	39 (25.8%)	9 (6%)	3 (2%)	6 (4%)	4.40	.981
Time management affects staff performance in this district	83 (55%)	52 (34.4%)	11 (7.3%)	5 (3.3%)	00	4.41	.768
Staff attend duty as per the required standard	24 (15.9%)	63 (41.7%)	37 (24.5%)	20 (13.2%)	7 (4.6%)	3.51	1.057
Local government staff set targets for better performance	83 (55%)	52 (34.4%)	11 (7.3%)	5 (3.3%)	00	4.41	.768
Output is relevant to staff performance	50 (33.1%)	24 (15.9%)	28 (18.5%)	22 (14.6%)	27 (17.9%)	3.32	1.503
Staff performance is very good in this district	36 (23.8%)	42 (27.8%)	18 (11.9%)	40 (26.5%)	15 (9.9%)	3.29	1.350

**Source: Field research findings**

From table 17 above, 83(55%) strongly agreed, 52(34.4%) agreed, 11(7.5%) neither agreed nor disagreed and only 5(3.3%) were in disagreement that efficiency is important in staff performance. The mean response was 4.41 with standard deviation of .768. This means that performance is an input-output aspect for staff, and the mean response implies that majority of respondents were in agreement with the issue under investigation.

In addition, the above table indicates that 88.1% of the respondents agreed that failure to make accountability affects staff performance in local governments, 6% were undecided and 4% disagreed. The mean response was 4.40 with standard deviation of .981. Therefore, one can argue that once accountabilities are not made then there is no release of more funds and this greatly affects staff performance and impacts on service delivery to the population. This finding was confirmed in key informant interviews where one of the key informants noted that

*“in the 4<sup>th</sup> quarter of 2009/10 financial year, the district never received LGMSDP funds because of failure to make accountabilities by most sub counties”.*

This therefore led to other activities not being implemented as per the plan.

Further more, on whether time management affects staff performance in the district, 89.4% of the respondents were in agreement, 7.3% were undecided and 3.3% were in disagreement. The mean response was 4.41 and standard deviation .768. Therefore, since the majority of the respondents that participated in the study were in agreement, then one can assert that time management is still a factor affecting staff performance in the district. This means that there is need to dedicate more effort on time management for better and improved service delivery to the population. This finding was confirmed in key informant interviews where it was said that

*a big number of staff do not take time as a resource because even in meetings they do not come in time hence affecting the time schedule. Even late coming and early departure from work is rampant and time as a resource is not renewable because there are even time wasters who come back to office at 03:00pm after lunch.*

On whether staff attend duty as required, findings in the above table reveal that the majority of the respondents with 57.6% were in agreement, 24.5% were undecided and then 17.8% were in disagreement. The mean was 3.51 with standard deviation of 1.057. Also, 50(33.1%) strongly agreed that output is relevant to staff performance, 24(15.9%) agreed, 28(18.5%) were undecided, 22(14.6%) disagreed and 27(17.9%) strongly disagreed. The mean response was 3.32 and standard deviation 1.503. This finding is in conformity with key informant interviews where it was said that

*performance is an input-output aspect because the outputs realized are determined by the way some one has performed.*

## **CHAPTER FIVE**

### **SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents the summary, discussion of major findings, conclusion and recommendations of the study.

#### **5.1 Summary**

Overall, findings from the study indicate that there is a positive relationship between technical factors, financial resources and government policy with staff performance. This was established from the self administered questionnaires to respondents and also during face to face interviews with key informants. The descriptive and inferential analysis also showed more empirical finding on the existing relationship between the variables under study. These were summarized according to the objectives of the study as hereunder.

##### **5.1.1 Objective 1: How technical factors affect staff performance in Kasese District Local Government.**

From this objective, the researcher found out that there is a positive relationship between technical factors and staff performance. This was revealed from the dimensions of skills/training, qualifications and experience. Therefore, technical factors have a bearing on staff performance which leads to efficiency and effectiveness.

### **5.1.2 Objective 2: The contribution of financial resources to staff performance in Kasese District Local Government.**

Under this objective, it was found out that financial resources significantly affect staff performance in Local government. This is so since it was found out that remuneration is generally not attractive and cannot maintain an officer from day one to the last day of the month, thus performance is low since performance goes hand in hand with pay. This was established from the dimensions under study which were; salaries and benefits, facilitation and allowances, then financial and non-financial rewards. Overall, it was found out that once the financial resources are not catered for adequately then staff performance is affected.

### **5.1.3. Objective 3: The moderator effect of government policy on staff performance in Kasese District Local Government.**

It was confirmed that government policy has a moderator effect on staff performance. Further, it was established from key informant interviews that some times policies made by government are always changed frequently and in the end staff find difficulties in implementation. Also, findings confirmed that political interference affects staff performance. This happens where politicians interfere with the work of technical staff making them to make decisions that are not technically correct.



## **5.2 Discussion**

### **5.2.1 Objective 1: How technical factors affect staff performance in Kasese District Local Government.**

In this objective, the sub dimensions under study were skills/training, qualifications and then experience.

It was established that skills/training are very instrumental for staff performance because without skills then staff performance is affected. However, this is not only the factor that may affect performance, but other factors like having no on-job training sessions and not giving opportunities to staff for further studies to enhance their performance may as well affect their performance. This finding is collaborated with Cooney. R, et al (2002), who argue that employees require some training in order to manage the enlargement of their work role following the delegation of responsibilities for quality. He adds that, they also require some training in non-technical skills to be able to participate in quality improvement activities and they need a broader range of skills in order to flexibly respond to changes in managerial practices/requirements. The researcher agrees that lack of skills required for the job affects staff performance because it will be difficult for staff to perform without the skills required.

It was also found out from the study that adequate experience should be regarded as important and with out it, then staff performance will be affected. Therefore, the experience one has determines how he/she will perform the job and once experience is not adequate, it may affect staff performance. The researcher agrees with the findings that adequate

experience is important for staff performance and without it performance will be affected.

This is relation to the aspect that experience is the best teacher.

### **5.2.2 Objective 2: The contribution of financial resources to staff performance in Kasese District Local Government.**

In the study, the researcher investigated the contribution of financial resources to staff performance in KDLG. The sub dimensions under study were; salaries and benefits, facilitation and allowances and then financial and non financial rewards. It was established that salaries are paid to staff on time. However, it was also found that in some few cases salaries delay which affects staff performance. Once salaries are paid in time employee performance is not affected. This is so because staff will be motivated to perform well.

It was found out that salaries paid to staff are not appropriate to their performance and one key informant stressed that *“Remuneration is generally not attractive and not appetizing and can not maintain an officer from day one to day last of the month, which kills motivation of staff”*. This implies that the salary paid to staff is a motivating factor that supplements other factors, which according to some respondents are lacking in the local government. Therefore, once this is evident in local governments, then staff performance is likely to be affected. The researcher is in strong agreement with this finding because some people are motivated by financial incentives like the salary they get. Similarly, Esu, B. (2005) noted among other factors that low salaries provide disincentives for staff to invest time and energy in improving service delivery to the population.

Further, the study found out that financial and not financial incentives are not provided to staff, which affects their performance. This is so in that these incentives act as dissatisfiers once they are not provided. Also, study findings established that staff are not paid allowances for extra work performed. This in the end may affect staff performance since allowances are a source of motivation and may lead to improved performance. This was confirmed from key informant interviews where it was noted that *when staff are not paid allowances for extra work performed, they relax in doing other assignments given to them.* The researcher agrees with the above findings because once incentives are not given and allowances for extra work done, staff become demotivated to work and in the end will not perform to the required expectations hence impacting on service delivery to the population.

In a related view, Don. B, (2001) from the study carried out in Sri Lanka noted that performance at individual level cannot be divorced from incentives. He however adds that in the New Public Management movement, remuneration may not be based mainly on financial or material incentives. Don further adds that where workers receive a decent wage, non-material rewards may be more acceptable as employees value them more in long term; these include peer recognition, a sense of making a contribution to the overall impact of the service, and companionship/solidarity with fellow workers. Don. B, (2001) found out that for central and provincial managers in the health system, non-financial incentives such as career development, training opportunities and fellowships and even single recognition are more appropriate, while hospital managers prefer financial incentives.

Study findings also indicated that staff are not given transport facilities to perform better since the highest percentage of respondents disagreed with 98(64.9%) and also 41(27.2%) strongly disagreed. This in the end affects staff performance because they are not given

transport facilities which can make them perform their job better. This finding was confirmed in key informant interview where it was said that *even the District Health Officer does not have transport means to enable him carryout his work effectively and efficiently. This in the end affects the outputs he is supposed to realize.* This in the end affects staff performance. This is so because lack of transport facilities leads to reduction in the amount of outputs to be achieved. The researcher is in agreement with the above finding because, without transport facilities to staff then service delivery is affected which in the end has an effect on staff performance. So, without transport facilities, it becomes difficult for staff to implement activities as planned which affects their performance.

Further more, it was established from the study that staff are not rewarded when they put extra effort on work. So, there is no reward for performance in the district which affects performance because people are motivated when they expect that a course of action is likely to lead to the attainment of a goal and valued reward that satisfies their needs, which results into, improved performance. In my opinion, once reward for performance is not exercised, staff performance is affected because people think that they are just working for nothing, hence need to put less effort on work.

Study findings further indicated that there is no recognition for good work performed in the district. It should be noted that recognition is seen as an intrinsic job satisfier as per Herzberg, (1968) theory, thus when staff are not recognized then there is possibility of not performing as expected. During key informant interviews, it was noted that *“staff are poorly motivated; they are not being recognized and also given other necessities which can make them have a positive attitude towards work”*. This therefore affects staff performance.

### **5.2.3 Objective 3: The moderator effect of government policy on staff performance in Kasese District Local Government.**

This objective was set out to establish whether government policy has a moderator effect on staff performance in Local Governments of Uganda with a special focus on KDLG. Therefore, from the study, it was established that government policy affects staff performance. This finding was confirmed in key informant interviews where it was said that *some times policies made by government are always changed frequently and in the end staff find difficulties in implementation. Like the NAADS implementation guidelines are always changed time and again making it hard for staff to implement as required.* The researcher disagrees with this finding because the change of policy may not necessarily imply that staff should not perform their duties well. When the policy is changed, staff perform as per the expectations and thus deliver to the population as required. And once the policy is changed, staff start implementing according to the new changes, hence performing as per the standard set.

## **5.3 Conclusions**

### **5.3.1 Objective 1: How technical factors affect staff performance in Kasese District Local Government.**

From study findings, it was seen that skills/training, qualifications and experience have a significant relationship on staff performance. This therefore means that, the skills/training one has determined how he/she will perform on the job. Similarly qualifications and experience determine how staff perform at the work place.

Further, opportunities for further studies provided to staff enhance their performance because they will be committed to the job and in the end will deliver as expected. In addition, when staff are given opportunities to study for career development, then they become more interested in the job and perform better.

### **5.3.2 Objective 2: The contribution of financial resources to staff performance in Kasese District Local Government**

This objective was set out to establish the contribution of financial resources to staff performance in Kasese District Local Government. From the sub dimensions of salaries and benefits, facilitation and allowances and financial and non-financial rewards, it can be concluded that salaries paid have a bearing on staff performance. This is so because pay and performance goes hand in hand. In addition, staff facilitation has a relationship on performance because once there is no facilitation there is no realization of the expected outputs.

Further, it can be concluded that the provision of non-financial rewards can enhance staff performance. This is so because it is noted that some people are motivated by non-financial incentives like recognition among others.

### **5.3.3 Objective 3: The moderator effect of government policy on staff performance in Kasese District Local Government.**

From this objective, it can be concluded that government policy has a bearing on staff performance in Kasese District Local Government. When government policy is favourable

and appropriate then staff performance will not be affected hence making staff to deliver as per the required standards.

On the other hand, it can be concluded that the design of policies made by central government influence the way staff in local government will perform. This in the end has a positive or negative implication on service delivery to the population. Also, the release of funding from central government affect staff performance in Local governments since releases are not in time to accomplish tasks as per the plan.

## **5.4 Recommendations**

### **5.4.1 Objective 1: How technical factors affect staff performance in Kasese District Local Government.**

The study recommends that five staff should be given opportunities for further studies each year to enhance their performance since findings from the study indicated that the majority of respondents with 46(40.5%) disagreed and 67(44.4%) strongly disagreed that they have opportunities for further studies to enhance performance.

It is recommended that the District Personnel section should be submitting names of employees who have served for a long period of time for consideration for funding to further studies to enhance their performance since findings from the study confirmed that some staff have worked for a long period of time with the same qualifications and are not considered for further studies so that they are motivated to perform better. In this a criteria with the aspect of the period one has spent in service should be a priority for funding.

Further, the study established that staff qualifications are very vital for efficient staff performance in local governments. Therefore staff should have the qualifications to enhance efficient performance in local governments.

#### **5.4.2 Objective 2: The contribution of financial resources to staff performance in Kasese District Local Government.**

The study recommends that the District leadership should ask the central government to review the salaries paid to staff because it was established that remuneration is generally not attractive which kills/destroys staff motivation. This is so because salary paid to staff is a motivating factor that supplements other factors like recognition among others.

It was recommended from the study that there is need to institute mechanisms for the provision of financial and non financial incentives by the District Human resources department to enhance/endure staff performance. Such incentives may include financial incentives for excellent performing staff, and provision of further education opportunities for individual career development.

Therefore, local government should always make sure that they pay their workers in time in order to improve staff performance.

The study recommends that KDLG staff should be given allowances for extra work performed to act as a motivating factor for improved performance in the district.



It is recommended that transport facilities should be given to staff to enable them perform better. This is in line with findings from key informant interviews where it was noted that even the District Health Officer does not have means of transport to enable him perform better.

#### **5.4.3 Objective 3: The moderator effect of government policy on staff performance in Kasese District Local Government.**

It is recommended that central government should release funds to the district at the beginning of each quarter. This will enable implementation of activities as per the plan.

Further, it was recommended that the Ministry of Local Government should put in more effort in emphasizing on the roles of political leaders and technical staff so that political interference is minimized. This can be by having semi annual review meetings on roles of each. This will make staff perform better without undue interference.

#### **5.5 Areas for further research**

1. The impact of salaries and employee performance in Local Governments of Uganda.
2. The influence of training on staff performance in Local Governments of Uganda.
3. The impact of rewards on staff performance in Local Governments of Uganda.

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## APPENDIX 1: SAMPLE SIZE DETERMINATION TABLE

**Krejcie and Morgan's (1970) table for determining sample sizes for finite population**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2,800	338
15	14	110	86	290	165	850	265	3,000	341
20	19	120	92	300	169	900	269	3,500	346
25	24	130	97	320	175	950	274	4,000	351
30	28	140	103	340	181	1,000	278	4,500	354
35	32	150	108	360	186	1,100	285	5,000	357
40	36	160	113	380	191	1,200	291	6,000	361
45	40	170	118	400	196	1,300	297	7,000	364
50	44	180	123	420	201	1,400	302	8,000	367
55	48	190	127	440	205	1,500	306	9,000	368
60	52	200	132	460	210	1,600	310	10,000	370
65	56	210	136	480	214	1,700	313	15,000	375
70	59	220	140	500	217	1,800	317	20,000	377
75	63	230	144	550	226	1,900	320	30,000	379
80	66	240	148	600	234	2,000	322	40,000	380
85	70	250	152	650	242	2,200	327	50,000	381
90	73	260	155	700	248	2,400	331	75,000	382
95	76	270	159	750	254	2,600	335	100,000	384

**Source:** From R.V Krejcie and D.W.Morgan (1970), as cited by Amin E. (2005).

## APPENDIX II: UGANDA MANAGEMENT INSTITUTE LETTER



### UGANDA MANAGEMENT INSTITUTE

Telephones: 256-41-4259722 /4223748 /4346620  
256-31-2265138 /39 /40  
256-75-2259722

Telefax: 256-41-4259581 /314  
E-mail: admin@umi.ac.ug

Plot 44-52, Jinja Road  
P.O. Box 20131  
Kampala, Uganda  
Website: <http://www.umi.ac.ug>

Your Ref.

Our Ref: G/35

21 March 2011

#### TO WHOM IT MAY CONCERN

#### MASTERS IN MANAGEMENT STUDIES DEGREE RESEARCH

Mr. Esau Murongo is a student of the Masters Degree in Management Studies of Uganda Management Institute 20<sup>th</sup> Intake 2009/2010 specializing in Public Administration and Management, Reg. Number 09/MMSPAM/20/002.

The purpose of this letter is to formally request you to allow this participant to access any information in your custody/organisation, which is relevant to his research.

His Research Topic is: *"Factors Affecting Staff Performance in Local Governments of Uganda: A Case Study of Kasese District Local Government"*.

A handwritten signature in black ink that reads 'Benon C. Basheka'.

Benon C. Basheka (PhD)  
HEAD, HIGHER DEGREES DEPARTMENT



## APPENDIX III: RELIABILITY ANALYSIS ON QUESTIONNAIRE PRE-TEST

### a. Reliability analysis on the Questionnaire pre-test (Technical factors)

#### Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded(a)	0	.0
	Total	20	100.0

a Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.540	8

### b. Reliability analysis on the Questionnaire pre-test (Financial resources)

#### Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded(a)	0	.0
	Total	20	100.0

a Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.663	9

### c. Reliability analysis on the Questionnaire pre-test (Staff performance)

#### Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded(a)	0	.0
	Total	20	100.0

a Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.597	8

**d. Reliability analysis on the Questionnaire pre-test (Government policy)**

**Case Processing Summary**

		N	%
Cases	Valid	20	100.0
	Excluded(a) )	0	.0
	Total	20	100.0

a Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.653	10

**e. Reliability analysis on the Questionnaire pre-test (All variables)**

**Case Processing Summary**

		N	%
Cases	Valid	20	100.0
	Excluded(a) )	0	.0
	Total	20	100.0

a Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.858	35

## APPENDIX IV: RELIABILITY ANALYSIS ON QUESTIONNAIRE AFTER DATA COLLECTION

### a. Reliability analysis on the Questionnaire after data collection (Technical factors) Case Processing Summary

		N	%
Cases	Valid	151	100.0
	Excluded(a)	0	.0
	Total	151	100.0

a Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.733	8

### b. Reliability analysis on the Questionnaire after data collection (Financial resources) Case Processing Summary

		N	%
Cases	Valid	151	100.0
	Excluded(a)	0	.0
	Total	151	100.0

a Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.500	9

### c. Reliability analysis on the Questionnaire after data collection (Staff performance)

#### Case Processing Summary

		N	%
Cases	Valid	151	100.0
	Excluded(a)	0	.0
	Total	151	100.0

a Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.515	8

#### d. Reliability analysis on the Questionnaire after data collection (Government policy)

##### Case Processing Summary

		N	%
Cases	Valid	151	100.0
	Excluded(a)	0	.0
	Total	151	100.0

a Listwise deletion based on all variables in the procedure.

##### Reliability Statistics

Cronbach's Alpha	N of Items
.598	10

#### e. Reliability analysis on the Questionnaire after data collection (All variables)

##### Case Processing Summary

		N	%
Cases	Valid	151	100.0
	Excluded(a)	0	.0
	Total	151	100.0

a Listwise deletion based on all variables in the procedure.

##### Reliability Statistics

Cronbach's Alpha	N of Items
.772	35

## APPENDIX V: CORRELATIONS AND T-TESTS

### a. Correlation analysis on technical factors and staff performance

#### Correlations

		TF (Technical factors)	SP (Staff performance)
TF (Technical factors)	Pearson Correlation	1	.517(**)
	Sig. (2-tailed)		.000
	N	151	151
SP (Staff performance)	Pearson Correlation	.517(**)	1
	Sig. (2-tailed)	.000	
	N	151	151

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

### T-Test analysis on technical factors and staff performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.995	.242		8.232	.000
	TF 9Technical factors)	.483	.065	.517	7.371	.000

a Dependent Variable: SP

### b. Correlation analysis on financial resources and staff performance

		FR (Financial resources)	SP (Staff performance)
FR (Financial resources)	Pearson Correlation	1	-.053
	Sig. (2-tailed)		.519
	N	151	151
SP (Staff performance)	Pearson Correlation	-.053	1
	Sig. (2-tailed)	.519	
	N	151	151

### T-Test analysis on financial resources and staff performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.925	.255		15.379	.000
	FR (Financial resources)	-.070	.108	-.053	-.647	.519

a Dependent Variable: SP

**c. Correlation analysis on government policy and staff performance**

		MV (Moderating variable)	SP (Staff Performance)
MV (Moderating variable)	Pearson Correlation	1	.256(**)
	Sig. (2-tailed)		.001
	N	151	151
SP (Staff Performance)	Pearson Correlation	.256(**)	1
	Sig. (2-tailed)	.001	
	N	151	151

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

**T-Test analysis on government policy and staff performance**

Model		Unstandardized Coefficients		Standardized Coefficients	t		Sig.
		B	Std. Error	Beta	B	Std. Error	
1	(Constant)	3.052	.223		13.677		.000
	MV (Moderating variable)	.250	.077	.256	3.238		.001

a Dependent Variable: SP (Staff performance)

## APPENDIX VI: DESCRIPTIVE STATISTICS FOR MEAN AND STANDARD DEVIATION

	N	Minimum	Maximum	Mean	Std. Deviation
Required skills	151	1	5	4.40	.981
On job training sessions	151	1	5	4.15	1.044
Opportunities to enhance performance	151	1	5	1.99	1.143
Work related to qualifications	151	2	5	4.15	.806
Work outside qualifications	151	1	3	1.64	.533
Qualifications enhance efficient performance	151	1	5	4.40	.809
Adequate experience to perform well	151	1	5	4.40	.981
Experience is importance to perform	151	1	5	4.15	1.044
Salaries are paid to staff on time	151	1	5	4.06	1.047
Salary increment is annually given to staff	151	1	4	1.86	.600
Salaries paid to staff are appropriate to their performance	151	1	5	1.99	1.143
Financial and non-financial incentives are provided to staff	151	1	4	1.31	.579
Staff have materials to perform work	151	1	4	1.95	.751
Staff are paid allowances for extra work	151	1	5	4.06	1.047
Staff are given transport facilities	151	1	4	1.83	.619
Staff are rewarded when they put extra effort on work	151	1	5	1.99	1.143
Staff are always recognized for good work performed	151	1	4	1.86	.600
Efficiency is important in staff performance	151	2	5	4.41	.768
Local government staff are very effective in performance	151	1	5	2.34	1.183
Failure to make accountability affects staff performance in local governments	151	1	5	4.40	.981
Time management affects staff performance in this district	151	2	5	4.41	.768
Staff attend duty as per required standard for better performance	151	1	5	3.51	1.057
Local government staff set targets for better performance	151	2	5	4.41	.768
Output is relevant to staff performance	151	1	5	3.32	1.503
Staff performance is very good in this district	151	1	5	3.29	1.350
Government policy affects staff performance	151	1	5	4.13	.866
Central government release funds to this district in time	151	1	5	1.99	1.143
Decisions are made by Central government to enhance performance of Local Governments	151	1	5	2.35	1.239
Budgeting is always made by Local governments to improve their performance	151	1	4	1.31	.579

Politicians interfere with my work which affects performance	151	1	5	3.38	1.205
Government policy has led to improved performance of local government staff	151	1	5	3.32	1.503
Resource allocation is made by central government to enhance staff performance in Local Governments	151	1	5	4.28	.828
Local governments receive graduated tax compensation in time to enhance staff performance	151	1	5	3.29	1.309
Policies made by Central government influence staff performance in local governments	151	1	5	1.99	1.143
Policies made by Central government are appropriate for local government staff to perform better	151	1	5	2.35	1.239
Valid N (listwise)	151				





**3. Marital Status**

- a) Married
- b) Single
- c) Divorced/separated
- d) Widowed

**4. Level of education**

- a) Graduate/Degree
- b) Diploma
- c) Certificate
- d) Others specify.....

**5. What is your salary scale? Tick the appropriate**

- U1       U2       U3       U4       U5
- U6       U7       U8

**6. How many years have you worked in this district?**

- a) Less than 1 year
- b) Between 1 – 5 years
- c) Between 6 – 10 years
- d) Above 10 years

**7. What is your current department?**

- a) Management support services
- b) Finance and planning
- c) Audit
- d) Community based services
- e) Education and sports
- f) Health and environment

g) Production and marketing

h) Others specify.....

**SECTION B: Independent Variables**

In this section, use the five likert scale provided to indicate the best option that reflects your opinion on each of the statements/questions below. Tick the number that best describes your opinion on the statements. 5= strongly agree, 4= Agree, 3= neither agree nor disagree, 2= Disagree and 1= strongly disagree.

No.	Question	Scale				
		5	4	3	2	1
	<b>Technical factors and staff performance</b>					
	Tick the most appropriate option in relation to the statements/questions below.					
1	I have the required skills to perform my job					
2	I am always given on job training sessions					
3	I have opportunities for further studies to enhance performance					
4	I do the work in relation to my qualifications					
5	Some staff do work which is outside their qualifications to perform					
6	Staff qualifications enhance efficient performance in local governments					
7	I have adequate experience to perform well					
8	Experience is important for employees to perform well					
9	Salaries are paid to staff on time					
10	Salary increment is annually given to staff					
11	Salaries paid to employees are appropriate to their performance					
12	Financial and non-financial incentives are provided to staff					
13	Staff have materials to perform work					
14	Staff are paid allowances for extra work					
15	Staff are given transport facilities					
16	Staff are rewarded when they put extra effort					
17	Staff are always recognized for good work performed					

<b>SECTION C: Moderating Variable</b>						
1	Government policy affects staff performance					
2	Central government releases funds to this district in time to enhance performance					
3	Decisions are made by Central government to enhance performance of Local Governments					
4	Budgeting is always made by Local governments					
5	Politicians interfere with my work					
6	Government policy has led to improved performance					
7	Resource allocation is made by central government					
8	Local governments receive graduated tax compensation in time					
9	Policies made by Central government influence staff performance					
10	Policies made by Central government are appropriate for local government staff					

**SECTION D: Dependent Variable – Staff performance**

In this section, use the five likert scale provided to indicate the best option that reflects your opinion on each of the statements/questions below. Tick the number that best describes your opinion on the statements. 5= strongly agree, 4= Agree, 3= neither agree nor disagree, 2= Disagree and 1= strongly disagree.

No.	Question	Scale				
	<b>Dependent variable</b>					
	Tick the most appropriate option in relation to the statements/questions below.	5	4	3	2	1
1	Efficiency is important in staff performance					
2	Local government Staff are very effective in performance					
3	Failure to make accountability affects staff performance in local governments					

4	Time management affects staff performance in this district					
5	Staff attend duty as per the required standard					
6	Local government staff set targets for better performance					
7	Output is relevant to staff performance					
8	Staff performance is very good in this district					

**THANKS FOR YOUR PARTICIPATION.**

**GOD BLESS YOU ABUNDANTLY**

## **APPENDIX VIII: INTERVIEW GUIDE FOR KEY INFORMANTS**

1. How long have you been in service of this district?
2. What is your comment on the working conditions in the District? ( technical, financial, and political)
3. What is your comment on the remuneration of district employees? What effect does it have on staff performance?
4. How would you rate the performance of staff in this district? Rate in terms of percentage estimate.
5. What are the indicators of staff performance in this district?. Do you think skills/training are important for staff to perform better.
6. In your opinion, do you think staff performance has a bearing on service delivery? Yes or No. If yes how?
7. Are there staff in this district who have been considered for further studies to enhance their performance?
8. Are there staff who have left their jobs in this district in the last three years on other reasons other than retirement or death? If any, what in your view led them leave?
9. What is your comment on the working relationship between your office
  - a). and politician
  - b). Civil servants in this district?
10. Are staff in this district provided with transport facilities for better performance?
11. Are there staff in this district who are always recognized and rewarded for better performance?
12. What aspects of civil service matters would you wish to see change in order to improve service delivery in this district?

**THANKS FOR YOUR PARTICIPATION AND GOD BLESS YOU ABUNDANTLY**

**APPENDIX IX: INTERVIEW GUIDE FOR DISTRICT SERVICE  
COMMISSION CHAIRPERSON**

1. Please take me through the process undertaken to approve promotions, training for staff and handling disciplinary cases.
2. What are the main challenges you face in staff matters?
3. What is your comment on the general attitude of staff in this district? Do they feel happy to work here?
4. What are the challenges the district is facing in attracting and retaining competent staff?
5. What do you think should be done generally to improve on staff performance in the district?

Thanks very much for your time.

**THANKS FOR YOUR PARTICIPATION AND GOD BLESS YOU ABUNDANTLY**

**APPENDIX X: INTERVIEW GUIDE FOR DISTRICT CHAIRPERSON**

1. What is your comment on the working relationship between your office and civil servants in this district?
2. What is your comment on staff performance in this district?
3. What is your comment on the general attitude of staff in this district? Do they feel happy to work here?
4. What are the challenges the district is facing in attracting and retaining competent staff?
5. What do you think should be done generally to improve on staff performance in the district?

Thanks very much for your time.

**THANKS FOR YOUR PARTICIPATION AND GOD BLESS YOU ABUNDANTLY**