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Factors Affecting Staff Performance in Local Governments in Kasese District, Uganda

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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. And it was found out that staff recognition has a significant relationship with performance as Hertzberg (1968) ^[14] 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.

Keywords: Local Governments, leadership, Uganda

1. 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 variable were the factors whose dimensions under study were technical factors, and financial resources, while the dependant variable was staff performance. Government policy was the moderating variable in the study.

Background to the Study

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).

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).

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 2022). However, the trend has changed; performance rewards in KDLG have now turned into penalties in most sub counties. (MoLG, National Assessment report, October 2021 and December 2022). 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.

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.

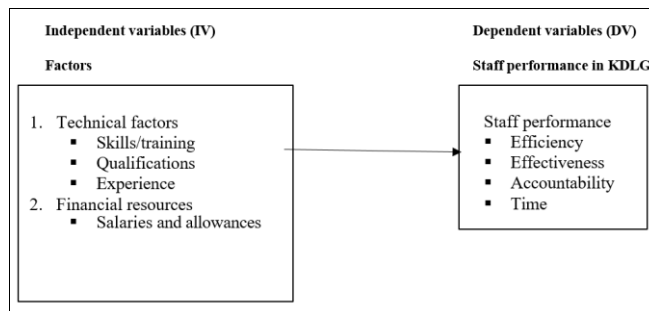
Specific objectives

1. To establish how technical factors affect staff performance in Kasese District.
2. To assess the contribution of financial resources to staff performance in Kasese District.

To establish the moderator effect of government policies on staff performance in Kasese District.

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* (2nd Ed.). Thousand Oaks, CA: Sage and modified by the researcher.

Fig 1: Conceptual framework

From Fig 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 out puts 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, and 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 unfavorable 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 favorable to staff, there will be no efficiency and effectiveness in the performance of their duties hence impacting on service delivery to the population.

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.

Scope of the Study

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.

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.

2. Methodology

Introduction

Methodology is defined as an approach a researcher uses to investigate a subject. (White, B. 2000)^[41]. 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.

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)^[18].

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. (Denismcombe, 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.

Study Population

Population is the complete collection (or universe) of all the elements (units) that are of interest in a particular investigation. (Amin, 2005)^[3].

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.

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.

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;

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

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.

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) [41].

Table 3.2: Reliability analysis on questionnaire pre-test

Variables under study	Cronbach's Alpha	Number of item
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.

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.

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.

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 inform of summary tables, frequency distributions, and percentages and was analyzed using Pearson Correlation and T-Test analysis.

Measurement of Variables

According to Mugenda & Mugenda (1999) [23], 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 un favorableness 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.

3. Data Presentation, Analysis and Interpretation.

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.

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) [23] says that a 50% response rate is adequate, 60% good and above 70% very good.

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.

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.

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;

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

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.

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.

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.

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, Ho is to the effect that there is no relationship

between technical factors and staff performance. As per the table above, the researcher rejects the Ho and adopts the H1 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.

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	.517	8.232		.000
TF (Technical Factors)	.483	.065		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.

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. 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;

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	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

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 disagreed 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 disagreed 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.

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.

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.

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
SP (Staff Performance)	Pearson Correlation	-.053	1
	Sig. (2-tailed)	.519	
		N	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, Ho says that there is no relationship between financial resources and staff performance. As per the table above, the researcher rejects the Ho and adopts the H1 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.

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.

Government policy and staff performance

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.

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.

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

Sometimes 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.

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.

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. 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.

Summary of descriptive analysis on staff performance

Response category	SA	A	Neither agree nor disagree	D	SD	Mean	Standard Deviation
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 4th 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.

Furthermore, 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.*

4. Summary, Discussion, Conclusions and Recommendations

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

Discussion

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)^[7], 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.

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)^[13] 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 dissatisfies 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.

Furthermore, 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) ^[14] 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.

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 *sometimes 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.

Conclusions

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.

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.

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.

Recommendations

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.

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.

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 semiannual review meetings on roles of each. This will make staff perform better without undue interference.

Areas for further research

The impact of salaries and employee performance in Local Governments of Uganda.

The impact of rewards on staff performance in Local Governments of Uganda.

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