

MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE IN ISINGIRO DISTRICT, SOUTH WESTERN UGANDA: A CASE STUDY.

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Abstract:

Introduction:

The Public Service Reform in Uganda, initiated by the National Resistance Movement in 1986, aimed to improve service delivery and fulfill the promises of the People's Revolution. Still, despite efforts, inefficiency persists, as evidenced by the 2008 National Service Delivery Survey. This study, therefore, examines management practices and employee performance in local government in Uganda, a case study of Isingiro town council.

Methodology:

The study utilized a case study design, collecting qualitative and quantitative data through focus group discussions, interviews, and questionnaires from government employees, obtaining ethical clearance from the Bishop Stuart University Research and Ethics Committee.

Results:

Results indicated that 23 (57.5%) were permanent/probationary town council employees, 10 (25%) were political leaders and 7 (17.5%) were casual workers. From the results on the relationship between effective communication and employee performance, 19(48%) of respondents strongly agreed, 20 (50%) agreed while 1(2%) disagreed that there's no timely flow of information.

Conclusion:

Effective communication has a significant positive effect on employee performance. Therefore, if there is effective communication, the resultant situation greatly improves employee performance. However, some employees noted a few gaps like no timely flow of information. These areas must be addressed for effective communication to prevail and improve employee performance. Furthermore, it is also noted that informed decision-making through meetings, expressing innovative suggestions to senior management, regular discussions, taking all decisions by consensus, and working as a Teamwork has a positive and significant relationship on employee performance.

Recommendations:

Management should involve all employees in employee performance to maximize productivity. Avoid departmental heads' infrequent sharing of information. Performance measurement through goal setting and appraisal increases productivity, but there's a gap in assessing employees according to their targets that need to be addressed.

Keywords: Management Practices, Employee Performance, Performance Measurement, Local Government, Informed Decision Making, Effective Communication.

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Historical background:

Management practices refer to working methods and innovations that managers use to improve the effectiveness of work systems. Common Management Practices include; decision-making, communication, and performance measurement 1. Local governments utilize various management practices to enhance employee performance

and support operations, underscoring the importance of these practices in enhancing organizational competitiveness

1. Local governments employ various management practices to enhance performance, including informed decision-making, effective communication, and performance measurement.

Management practices date back 3000 years, with Middle Eastern Priests recording business dealings. Socrates distinguished management from technical skills and

Management practices in the United States began in 1920 with the introduction of senior management teams to improve employee performance. This was crucial due to low communication, lack of participation in decision-making, and poor performance measurement.

In 1990, the British government introduced performance management systems at all levels to encourage administrators to improve their performance. 2. In 1991, the UK implemented performance appraisals for Public Officers, encouraging their participation in the prescribed process 3. According to 3 in the UK, Management practices and employee performance assessments aim to improve professional development, career planning, and decision-making within Uganda's administration, thereby enhancing the performance of public officers in local governments.

The World Bank implemented Public Service Reforms in Africa to address past failures and enhance employee performance, resulting in increased efficiency and effectiveness at work 4. The World Bank implemented Public Service Reforms in Africa to improve employee performance and efficiency, with Botswana implementing these reforms over three decades ago 5. The reforms in Botswana aimed to modernize and improve efficiency in the Public Service, modeled after New Performance Management (NPM) 5.

Botswana Civil Service implemented four interrelated reforms: performance management system, decentralization, human resources development, and computerization of personnel management system, along with privatization policy for commercialization 6. Management reforms aim to improve employee performance and service delivery, but Local Government Administrators without implementation have not significantly improved.

In 2018, local governments in Tanzania implemented management practices 7. Tanzania's National Environmental Action Plan addresses waste management challenges, focusing on minimizing generation, collection, reuse, recycling, treatment, and disposal to prevent diseases, water resource pollution, pest proliferation, and aesthetic loss 8. The government has implemented several initiatives to improve environmental management in the country, focusing on improved management practices and employee performance for proper waste disposal in local governments 7. Tanzania's local governments have enhanced solid waste management through strategic partnerships, incentives, producer responsibility, public awareness, and education, enhancing efficiency and value addition in waste management (United Republic of Tanzania, 2018).

Uganda's governance has evolved through decentralization and centralized decision-making, with the 1962 Constitution granting Local Authorities significant functions and powers (MOLG, 2018). The changes significantly impacted employee performance, as decisions did not align with public views, compromising management practices, particularly informed decision-making requiring a participatory approach 9.

The Idi Amin Administration (1971-1979) abolished political leadership by proclamation, dissolving District and Urban Administrations, and establishing 10 Provincial Administrations led by Governors. This affected their management capacity as they lacked the power to decide management practices 10. The larger geographical area of supervision negatively impacted employee performance due to insufficient decision-making, ineffective communication, and absence of performance measurement.

Uganda's government established a commission led by Professor Mahmood Mamdani to investigate the local government system, recommending a decentralized governance model to enhance employee performance 11. Ugandan Government since 1991 has been spending a lot of resources on Civil Service Reforms but employee performance has not improved either 12. Poor salaries, job insecurity, and insufficient resources are identified as major causes of poor employee performance in public organizations in the country, according to government reports and studies 13.

In 2003, Uganda's local governments introduced performance measurement in the water and sanitation sector, recognizing the need for improved measurement and management practices. The sector aimed to demonstrate its role in poverty reduction in Uganda by developing a comprehensive performance measurement framework that connected its development to effective human resource management, ensuring efficient and effective sector management GOU Water and Sanitation Sector Report, 2003).

In 2010, the government introduced performance management in public service under circular standing instructions 10 to improve transparency and accountability in service delivery. (MOPS 2010) In 2011, performance agreements were issued for Sub-County Chiefs and Senior Staff in districts as part of a performance measurement strategy to encourage commitment to improving employee performance for the Local Government Mission 14. The strategy involved setting targets and signing contracts with employees to improve performance, focusing on informed decision-making, and involving employees in decision-making processes. Workers who participate in their organization's decisions feel useful and belong there. Effective communication fosters a healthy, kind, and open atmosphere, improving employee performance, dedication, and creativity. Good communication signifies a job well done within the organization 15.

Isingiro district, established in 2005, was created by subdividing Greater Mbarara District to provide services closer to the population, with 2890 employees responsible for its services 16. The district is supervised by the chief administrative officer, implementing management practices through communication, informed decision-making, and performance measurement, including quarterly fund releases, staff monitoring, timely reporting, and performance appraisals 17. Managing performance is key in

promoting transparency by providing the mechanism for measuring and reporting important aspects of what local government seeks to deliver 18.

Isingiro Town Council, the largest and widest in Isingiro District, has experienced low employee performance from 2011 to 2021 19. The poor road network, low revenue collection, and late report submissions raise questions about the effectiveness of management practices like effective communication, informed decision-making, and performance measurement (Isingiro District Planning Unit, 2021; Revenue Performance Report 2018; Auditor General Report 2017). The Isingiro District Performance Assessment shows that the Isingiro Town Council failed to meet minimum performance standards for four financial years in less than a decade, indicating poor employee performance. A study is needed to correct these limitations.

Conceptual Background:

Koontz et al (2005) define Management practices as involving participatory decision-making, effective communication of targets, employee feedback, and regular monitoring of set objectives to achieve common goals. Organizations need a skilled workforce, advanced technology, and exceptional customer service to gain a competitive advantage in work performance and service delivery 20. Isingiro Town Council is experiencing poor employee performance due to high motivation and effort demands, resulting in poor attendance, late report submission, and poor road network 21. Employee performance is the individual's work achievement, characterized by meaningful work, engaged colleagues, and compassionate employers. It is linked to achieving set targets, meeting deadlines, and increasing productivity 22.

Contextual Background:

Isingiro Town Council, established in 2005, is located in Isingiro District, 20 miles from Mbarara City. With 30 staff, it provides services to over 648,650 community members, including nationals and refugees, and is known for a significant influx of refugees from the Nakivale refugee camp. Isingiro Town Council's administration prioritizes effective communication, informed decision-making, motivation, and performance measurement. Staff receive information through meetings, notice boards, and letters, aiming to improve communication and performance levels on a weekly, monthly, quarterly, and annual basis 23. The Town Clerk monitors management practices through technical planning committee meetings and communicates with staff to improve employee performance. However, despite effective communication, informed decision-making, and performance measurement, employee performance remains low at Isingiro Town Council. 40% of staff fail to attend meetings and 60% of projects are not environmentally assessed, indicating a need for

improvement in performance management. The Isingiro Town Council, led by the Principal Township Officer, has implemented participatory planning, budgeting, consultative meetings, and performance measurement. However, the council has not met minimum performance standards for four financial years in less than a decade, indicating poor employee performance. In 2016/2017, staff attendance was low at 60%, and in 2017/2018, the council faced challenges in task accomplishment due to road fund usage 23. This study therefore aimed at examining the management practices and employee performance in Local Governments in Uganda, A case study of Isingiro Town Council.

Methodology

Study Design:

This study adopted a case study research design to examine management Practices and Employee Performance in Isingiro town council. A case study is an intensive study on a person, group, or unit, aiming to generalize over multiple units. The researcher used a case study research design that combined qualitative and quantitative approaches for data collection and analysis, allowing for a deeper understanding of the subject and reducing potential bias. Bias was avoided by using verbatim quotes and eliminating leading questions in the questionnaire and interview guide.

Study setting:

Isingiro Town Council, located in South Western Uganda, is a hub for commercial and industrial activities, education, social transport, and communication infrastructure. With a population of 35,061, It is divided into five wards to improve employee performance in social service delivery. With a workforce of 326, the council significantly influences the lives of its residents and public service.

Sample size:

The study population consisted of 40 government employees and political leaders serving within the town council who were selected using both probability and non-probability sampling techniques. The sample size was determined using the Krejcie & Morgan (1970) 24 table.

Data collection tools and analysis:

The study used an interview guide, focus group discussions, and a questionnaire survey to collect qualitative and quantitative data. Thematic analysis was done using Nvivo version 14, while quantitative analysis was done using SPSS version 19.

Data sources:

The study used both primary data that was collected from the field through qualitative and quantitative data collection methods whereas the secondary data was obtained through reviewing journals, government publications, and archives from Isingiro district local government

Inclusion and Exclusion Criteria:

All local government employees who had spent over six months working at the town council and political leaders serving on the executive committee of the town council were included in this study upon signing the informed consent forms. However, Local government employees who had served for less than six months at the town council as well as political leaders who do not constitute the executive committee were not included in this study.

Validity and Reliability:

The validity of the instruments was tested by running a content validity index 25. Copies of the instruments were given to research supervisors for further analysis to point out areas in which the instrument may be deficient and based on their expert opinions; various changes were made to the instruments so as to increase their validity. Reliability was obtained by pretesting the research instruments at Kaberebere town council in Isingiro district with similar characteristics to the study population. This ensured accuracy and consistency in the questionnaire and interview guide so as to improve terms of content, and order of questions and then necessary adjustments were made prior to data collection.

Results

Out of 62 potential participants, 55 voluntarily agreed to participate in the study. However, 6 did not meet the inclusion criteria and 7 were unavailable. To achieve the predetermined sample size of 40, 2 participants were eliminated. The study included 30 local government employees and 10 political leaders.

Measurement of variables:

Management practices constituted the independent variable whereas employee performance constituted the dependent variable. The study variables were measured using a Five-point Likert-type scale as below 1-5 26. Pearson's correlation coefficient method was used to measure the variables since the variables were numerical in nature. Pearson's Correlation coefficient helped to test the relationship between two variables. However, a regression analysis was done to show which variable had a greater impact on employee performance.

Ethical considerations:

Ethical clearance was obtained from the Bishop Stuart University Research and Ethics Committee while permission for data collection from the field was obtained from the Town Clerk – Isingiro town council. Informed consent was sought from all study participants before data collection and they were assured of the confidentiality of their responses during and after data collection by using unique codes. Data collection occurred from May to July 2023.

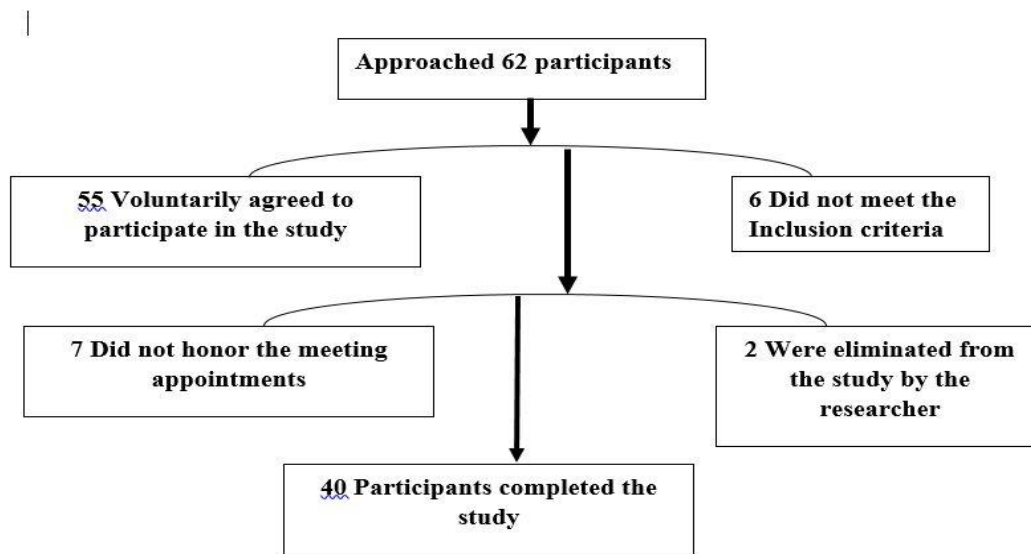


Table 1. Socio-demographic characteristics of respondents.

| <i>Socio demographic characteristics</i> | <i>Frequency</i> | <i>Percentage %</i> |
|--|-------------------------|----------------------------|
| <i>Sex</i> | | |
| <i>Female</i> | 18 | 45 |
| <i>Male</i> | 22 | 55 |
| <i>Education</i> | | |
| <i>Degree</i> | | |
| <i>Diploma/tertiary</i> | 13 | 32 |
| <i>Secondary</i> | 10 | 25 |
| <i>Primary</i> | 11 | 27 |
| <i>6</i> | 6 | 16 |
| <i>Occupation</i> | | |
| <i>Contract staff</i> | 6 | 15 |
| <i>Political leader</i> | 10 | 27 |
| <i>Salaried worker (permanent and probation technical staff)</i> | 24 | 57 |
| <i>Time taken while working at the Town Council</i> | | |
| <i>5 - 10 years</i> | 8 | 20 |
| <i>2 - 5 years</i> | 18 | 45 |
| ➤ <i>2 years</i> | 10 | 25 |
| ➤ <i>10years</i> | 4 | 10 |
| <i>Total</i> | 40 | 100 |

Source: Primary data (June, 2023, Isingiro Town Council)

Results in Table 1 show that over half of respondents 22 (55%) were male and 18(45%) were female. This is attributed to the neutrality in the recruitment of staff by the district service commission as stated in the Local Government Act Cap 243 Section 55(1) where the district service commission holds the power to appoint, confirm, and remove individuals from district or urban council offices, including disciplinary control and removal. Local government in Uganda must ensure equal employment opportunities and affirmative action for women, as per section 117 of the Local Government Act. This calls for

effective management practices through effective communication, performance measurement, and informed decision-making for the effective performance of employees.

100% (40) of all study participants had acquired some level of formal education. This is likely to enhance employee performance and calls for informed management practices including informed collaborative decision-making, and effective communication for proper performance measurement for employee motivation and satisfaction.

More so, differences in academic qualifications could affect employee performance levels at work

Findings indicate that 23(57%) Town council staff permanent /probation, 11(27%) were political leaders while 5(16%) were casual laborers. This is due to requirements of Local Government Act Cap 243 Third schedule that calls for the three categories of staff to coexist in the execution of their duties in local Governments in Uganda (Local Government Act Cap 243 (55). The Local Government Act mandates councils to

have a mix of political, support, and technical staff to effectively manage council affairs.

The political leaders (5 executive members 1 speaker, 1 deputy speaker, 2 chairpersons of sectoral committees, and 1 chief whip) perform the oversight roles and approve council documents i.e. Council Bye Laws, budgets, and development plans with the guidance of the town clerk as a technical person. This implies that there are checks and

balances in the running of council affairs at Isingiro Town Council and their performance is managed through effective communication, informed decision-making, and measurement of employee performance.

Casual laborers (contract staff) also work as support staff whose duty is to ensure the town's cleanliness, offices are maintained and vehicles are operated which is a measure of performance. This implies that the town council has staff in all areas required to ensure good performance in all sectors. Out of 40 respondents, 18(45%) had worked at the town council for between 2-5years, 10(25%) had worked for less than two years, 8(20%) had worked for five to 10 years while 4(10%) had worked for more than 10 years in the town council. Time spent at the Town Council is attributed to the responsible district officer's role in measuring employee performance and their ability to post and transfer staff, while politicians spend time influencing the electorate.

During the interpretation of results, every Likert scale was analyzed and interpreted independently.

Table 2: Relationship between effective communication and employee performance at Isingiro Town council.

| | <i>Effective communication</i> | <i>Strongly Agree</i> | <i>Agree</i> | <i>Un decided</i> | <i>Disagree</i> | <i>Strongly disagree</i> |
|-----|--|-----------------------|--------------|-------------------|-----------------|--------------------------|
| 1. | There is timely flow of information | 19 (48%) | 20 (50%) | 0% | 1(2%) | 0% |
| 2. | There is open communication in this Town council | 29 (72.5%) | 11 (27.5%) | 0% | 0% | 0% |
| 3. | My immediate supervisor often asks for opinions/suggestions on important issues relating to this Town council | 28 (70%) | 12 (30%) | 0% | 0% | 0% |
| 4. | My immediate supervisor often gives me information/feedback on important issues relating to this Town council | 28 (70%) | 12 (30%) | 0% | 0% | 0% |
| 5. | This Town council has good cross unit communication | 21 (52.5%) | 19 (47.5%) | 0% | 0% | 0% |
| 6. | We frequently meet as staff to receive communication from staff representatives of this Town council | 32 (80%) | 8 (20%) | 0% | 0% | 0% |
| 7. | I can communicate job frustration to my supervisor | 15 (37.5%) | 24 (60%) | 1(2.5%) | 0% | 0% |
| 8. | Management uses meetings appropriately and keeps employees up to date on recent developments that relate to the employee performance | 25 (62.5%) | 15 (37.5%) | 0% | 0% | 0% |
| 9. | The Town council communication motivates and stimulates enthusiasm for employees in meeting their goals | 14 (35%) | 26 (65%) | 0% | 0% | 0% |
| 10. | The Town council's communication makes me identify with it or feel a vital part of it | 21 (52.5%) | 19 (47.5%) | 0% | 0% | 0% |
| 11. | Notice boards are used to convey written directives on performance and reports are always clear and concise | 15 (37.5%) | 20 (50%) | 2(5%) | 3(7.5%) | 0% |
| 12. | All Town council meetings are always well organized and aim at improving performance | 24 (60%) | 16 (40%) | 0% | 0% | 0% |
| 13. | My supervisor writes warning letters to employees who perform poorly as a means to implore them to improve | 22 (55%) | 16 (40%) | 2(5%) | 0% | 0% |

Relationship between effective communication and employee performance, Source: Primary Data 2022

This study results show that 19(48%) of respondents strongly agreed, 20 (50%) agreed and 1(2%) disagreed that there's no timely flow of information. This could be attributed to the limited means of communication used at the town council like notice boards, meetings, and written letters. This can lead to communication gaps between top management and lower staff hence negatively impacting employee performance.

Those who strongly agreed that there is a timely flow of information were 48% and this was attributed to the fact that these respondents accessed notice boards all the time regularly attended meetings and easily got information. 50% of the respondents agreed that there was a timely flow of information; this was attributed to the fact that these respondents were not constantly visiting the notice boards and not regularly attending meetings. 2% of respondents disagreed that there was no timely flow of information. This could be attributed to the failure to check on notice boards due to the poor reading culture. The results indicate that the majority of the respondents agreed that there was a timely flow of information which was treated as vital for effective communication as a management practice.

Also, 29(72.5%)of respondents strongly agreed and 11 (27.5%) agreed that there is open communication at this Town council. 72.5% of respondents who strongly agreed that there is open communication are those who interface with the administrators at Isingiro Town Council daily. This is attributed to the management style at Isingiro Town Council. The findings are attributed to the advantages the town council gets through open communication like reducing conflicts and helping in problem-solving among staff and political leaders. 27.5% agreed that open communication is practiced at the town council are those that do not regularly attend departmental and staff meetings. It can therefore be argued that technical staff, political leaders, and casual laborers were able to get detailed information and feedback regarding task performance from management with detailed information being conveyed.

28 (70%) of respondents strongly agreed and 12 (30%) agreed that their immediate supervisor often asks for opinions/suggestions on important issues relating to this Town council. while 70% who strongly agreed that their immediate supervisor often asks for opinions/suggestions on important issues are the respondents who work with town council supervisors regularly and consult each other daily. This is attributed to the management style of the supervisor and the desire of the supervisor to have the tasks completed in time without tiring subordinates. The 12% who agreed are those respondents who occasionally visit the town council for meetings and therefore are not full-time employees. Therefore, all respondents agreed that there are consultations on important issues in the town council before they are implemented. This implies that all people's views are considered before consensus is reached. 28(70%) of respondents strongly agreed and 12 (30%) agreed that their immediate supervisor gives them information /feedback on important issues relating to this town council.

70% who strongly agreed are respondents whose input in their day-to-day work feeds into that of their supervisor like revenue collectors and 30% of respondents who agreed are those who don't report directly to their supervisor. However, the majority of the respondents agreed that they get feedback from their supervisor on important issues and this implies that there is an easy flow of information and staff are fully aware of what they are implementing and its impact on employee performance.

21 (52.5%)of respondents strongly agreed and 19 (47.5%) agreed that the Town Council has good cross-unit communication. 52.5% who strongly agreed are respondents who head departments and sections and regularly communicate with each other on how to accomplish tasks. This implies that staff consultations are always done and are healthy in improving employee performance.30% of respondents who agreed are those who have specialized knowledge about their work and are not always consulted due to the nature of their work.

32 (80%)of respondents strongly agreed and 8 (20%) agreed that they frequently meet as staff to receive communication from staff representatives of this Town council. 80% of respondents who strongly agreed could be those who are charged with day-to-day responsibilities of improving service delivery in the town. This implies that town council staff are always updated on what is obtaining in the town and public service as well and this in turn improves employee performance.

Those who agreed are respondents who meet after a month due to the nature of their work as required by law. All in all, there was agreement that employees meet frequently to receive information from their representatives and this promotes information sharing among staff that helps in meeting submission deadlines leading to improved staff performance.

Respondents were asked if they communicate job frustrations to their supervisors, 15(37.5%) of respondents strongly agreed, 24(60%) agreed that they can communicate job frustrations to their supervisor while 1(2.5%) was undecided. The 37.5% are respondents who want to perform well and their failure to communicate greatly affects their performance. This implies that they must report to find means of solving the impeding problem.

60 % are respondents who communicate a few job frustrations to their supervisor but not all. This implies that management must always encourage staff to share issues/ challenges that affect their performance. Others are political supervisors who play oversight roles and therefore their performance is not measured. The 2.5% were undecided implying that their response was neutral. This implied that management must take a keen interest in changing the attitude of such staff as their failure to report frustrations affects performance.

25(62.5%) of respondents strongly agreed and 15 (37.5%) agreed that Management uses meetings appropriately and keeps employees up to date on recent developments that relate to employee performance. The use of meetings to

communicate to town council employees and political leaders was found to be practiced at Isingiro Town Council as exemplified by 62.5% of the respondents and 37.5% of the respondents who strongly agreed and agreed respectively. The findings are due to the existence of the council hall and the requirement of holding meetings as clearly stipulated in local government act cap 243 (Third schedule) where technical, political, and support staff meet to deliberate on issues affecting their performance and also plan to implement other activities.

This implies that the majority of the respondents agreed that meetings had a greater effect in terms of communication among staff at Isingiro Town Council. The 62.5% who strongly agreed are respondents who meet weekly, and monthly to deliberate on issues affecting their performance at Isingiro Town Council. The 37.5% who agreed are those that meet monthly as per the legal requirement. Therefore, such meetings would help facilitate performance enhancement, reviews, plans, and problem-solving as they meet with their supervisors.

14(35%) of respondents strongly agreed and 26(65%) agreed that the Town council communication motivates and stimulates enthusiasm for employees in meeting their goals. The 35% strongly agreed that town council communication motivates and stimulates enthusiasm for employees are respondents who have gained positively from effective communication as it provides direction in task execution and helps to meet their goals. This implies that staff are motivated by the communication system as it helps to bring out their good performance and conveys it to the general public.

65% who strongly agreed could have been respondents who meet occasionally and get to know information when it has already been communicated to the first line of administrators. This implies that the communication channels at the town council flow step by step and each category gets the message they are entitled to get. However, all respondents agreed that the communication system was ok as it helped to improve employee performance.

Respondents were asked if they identified with the town council communication system or felt a vital part of it. 21 (52.5%) of respondents strongly agreed and 19 (47.5%) agreed that the Town council's communication makes me identify with it or feel a vital part of it. The 52.5 % are respondents who gain much from communicating the good projects the town council is implementing. 47.5% are staff who are restricted by the standing orders and have no opportunity to have any platform to communicate council issues to the community but are comfortable with the town council communication system. This implies that the town council has an all-inclusive communication system and staff are always aware of what is taking place.

Furthermore, respondents were asked if the town council uses noticeboards, 15 (37.5%) respondents strongly agreed, 20 (50%) agreed 2(5%) were undecided and 3(7.5%) disagreed. Those who strongly agree that notice boards are strongly used are town council headquarters staff who are

always at the office where notice boards are pinned. This implies that these can access the notice board any time they want. Those that agreed were (50%) and these are respondents who use other communication channels like WhatsApp and do not bother to check on notice boards and attend meetings.

(5%) were undecided and these are respondents who did not check due to their literacy levels as most of the information is written in English. This implies that these do not bother to check on notice boards due to personal reasons.

(7.5%) disagreed that notice boards are not used to convey information. These could have been respondents who cannot easily understand the English language because most of the information is conveyed in English. This implies that whether the information is displayed or not these respondents will not know.

All in all majority of respondents agreed that notice boards were being used and 87.5% of respondents were aware of the importance of notice boards. The more respondents agreeing on this variable was because notice boards are used to disseminate information regarding employee performance, production of reports, providing direction to staff, and issuance of deadlines among others. This implies that employees are aware of their roles through notice boards as one of the communication strategies that improve employee performance.

Respondents were asked if all town council meetings were always well organized and aimed at improving quality performance, 60% strongly agreed and 40% agreed. The 60% that strongly agreed are respondents who have been at the town council for a considerable period, know how these meetings are organized, and how they have improved their performance. This implies that meetings are regularly conducted to meet set targets.

(40%) are subordinate respondents who meet monthly. The results are due to the existence of a council hall and time schedules for these meetings that stipulate when meetings are to be conducted. This is an indicator that meetings are well organized in advance. Town council administration uses meetings to communicate issues affecting employees' performance and the general community as a whole. All respondents agreed that meetings had a greater impact in terms of communication about employee performance and town council administration. Therefore such meetings facilitate weekly, monthly, and quarterly performance reviews among employee and political leaders hence improving employee performance.

22 (55%)of respondents strongly agreed that their supervisors write warning letters to employees who perform poorly as a means to implore them to improve and 16 (40%) agreed while 2(5%) were undecided. The 55% are respondents who are technical and have witnessed these scenarios as a means to encourage staff to work. This implies that management uses punitive measures as clearly spelled out in the Public Service Standing Orders 2021. 40% are respondents who are always in the field and are rarely caught off guard by management. The 2.5% who were

undecided were respondents who were newly recruited and posted at the station. This implies that the town council has staff who are not yet aware of how the government system runs.

Qualitative results

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The qualitative results from Focus Group Discussion 1 also agreed that there exist clear communication channels in the town council. They further pointed out that there are other communication channels like telephone services, written letters, wooden notice boards, social media, suggestion boxes, use of trumpets, gestures, and emails that have played a significant role in the timely flow of information from one department to another. These have improved teamwork and information sharing among others. The results obtained can be attributed to the management style of the administrators where communication is considered vital for improved employee performance at Isingiro Town Council. Results indicate that the majority of the respondents agreed and thus communication was treated as vital by the administration of Isingiro Town Council towards improving employee performance as one of the management practices.

In support of the above, respondents had this to say during the focus group discussion 1.

Information sharing has helped to build organizational culture and promoted proper accountability among staff and

community members. It has also created awareness on what is happening in the town council, community members and staff are aware of what is happening in the last three years which was not the case before. It has also improved revenue/tax collection and assessment among community members in a central business area (FDG 1 Isingiro Town Council done on 6th April 2022)

This was a clear attestation that effective communication has a positive impact on employee performance.

One key informant had this to say

We use telephone services to make calls, write letters to staff, political leaders, and the community, notice boards hung outside the town council offices, and use trumpets to inform the public especially the community in the central business area. This gives employees direction and it has promoted staff performance and meeting set targets. It also saves time among staff in trying to look for appropriate information since it's readily available (KI Isingiro Town Council on 30th, March 2022)

Therefore, there were different means of communication (telephones, notice boards, and trumpets) that were used by town council administrators in conveying messages to its employees and other stakeholders. This implies that there is no information gap between the male and female employees and political leaders of Isingiro Town Council and this could result in easy coordination of tasks and activities of the town council hence reflecting a positive trend

Table 3: Correlation results on the relationship between effective communication and employee performance.

| Correlations | | Effective communication | Employee performance |
|-------------------------|---------------------|-------------------------|----------------------|
| Effective communication | Pearson Correlation | 1 | .417** |
| | Sig. (2-tailed) | | .006 |
| | N | 40 | 40 |
| Employee performance | Pearson Correlation | .417** | 1 |
| | Sig. (2-tailed) | .006 | |
| | N | 40 | 40 |

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

The results in table 3 indicate that there is a positive significant relationship between effective communication and employee performance ($r=.417$, $p<.01$). This implies that any positive change in effective communication will result into a positive change in employee performance.

Table 4. Regression analysis of relationship between effective communication and employee performance.

| Model Summary | | | | |
|--|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .417 ^a | .174 | .153 | .26540 |
| a. Predictors: (Constant), Effective communication | | | | |

The results in table 4 indicate that 15.3% of the variations in employee performance is explained by effective communication. This implies that the remaining 86.7% is explained by other factors like motivation, salary disparities, working environment etc. The model summary, using the adjusted square shows that effective communication contributes 15.3% towards employee performance. R shows 0.417 which indicate a positive moderate relationship between effective communication and employee performance.

Table 5: Anova

| ANOVA ^a | | | | | | |
|--|------------|----------------|----|-------------|-------|-------------------|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | .593 | 1 | .593 | 8.416 | .006 ^b |
| | Residual | 2.818 | 40 | .070 | | |
| | Total | 3.411 | 41 | | | |
| a. Dependent Variable: Employee performance | | | | | | |
| b. Predictors: (Constant), Effective communication | | | | | | |

The results in the Anova Table 5 indicate that the overall model is significant (F=8.416, P<.05). It tells us that the model fit (significance of the model) and since it was less than 0.05 the model is significant. This implies that effective communication is a significant predictor of employee performance.

Table 6: Coefficient

| Coefficients ^a | | | | | | |
|---|-------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.438 | .279 | | 8.730 | .000 |
| | Effective communication | .271 | .093 | .417 | 2.901 | .006 |
| a. Dependent Variable: Employee performance | | | | | | |

Study results in coefficient table 6 indicate that a unit increase in effective communication will result into 0.417 units (Beta=.417, p<.01) increase in employee performance. This implies that an improvement in effective communication brings about .417 % improvement in employee performance. This indicates that effective communication has a significant positive relationship on employee performance.

there is a relationship between the two variables as one leads to other depending on how the employee or administrator has practiced it. With this, it was noted that effective communication leads to better performance among employees since they will have received all information needed to perform better for the given task. The respondents said

Regarding the relation between effective communication and employee performance, key informants indicated that

There will be better performance since all the information required to accomplish a given task will be readily available

Table 7a: Relationship between Informed decision making and employee performance

| | Informed Decision-making practices | Strongly agree | Agree | Un decided | Disagree | Strongly disagreed |
|-----|---|----------------|-----------|------------|----------|--------------------|
| 1. | We use meetings to make management decisions | 31 (77.5%) | 9(22.5%) | 0% | 0% | 0% |
| 2. | Employees in this Town Council believe they must make informed decisions | 20 (50%) | 17(40.5%) | 3(7.5%) | 0% | 0% |
| 3. | Employees in this Town Council believe they should implement lawful decisions | 23 (57.5) | 16(40%) | 1(2.5%) | 0% | 0% |
| 4. | The employees in this Town Council use informed decisions to improve their performance | 23 (57.5%) | 15(37.5%) | 2(5%) | 0% | 0% |
| 5. | Employees feel free to voice innovative suggestions to top management in this town council | 21(52.5%) | 18(45%) | 1(2.5%) | 0% | 0% |
| 6. | Departmental heads frequently discuss with the workers their task requirements in order to cope well with the Town Council's objectives | 18(45%) | 20(50%) | 1(2.5%) | 1(2.5%) | 0% |
| 7. | Employees attend meetings without fear from their bosses | 24(60%) | 15(37.5%) | 1(2.5%) | 0% | 0% |
| 8. | Employees show a lot of concern of seeing that they implement agreed upon tasks | 13(32.5%) | 26(65%) | 1(2.5%) | 0% | 0% |
| 9. | I am expected to make quality decisions for my job performance | 31(77.5%) | 9(22.5%) | 0% | 0% | 0% |
| 10. | My Town council makes strategic decisions that influence employee performance | 22(55%) | 18(45%) | 0% | 0% | 0% |
| 11. | Employees are most enabled to contribute to continuous improvement and ongoing success of their work | 19(47.5%) | 21(52.5%) | 0% | 0% | 0% |
| 12. | All decisions are reached at by consensus between junior staff and senior staff through technical planning meetings | 24(60%) | 14(35%) | 2(5%) | 0% | 0% |

Informed decision making and employee performance, Source: Primary data

Table 7b: Relationship between Informed decision making and employee performance

| | | | | | | |
|-----|---|-----------|-----------|---------|----|----|
| 13. | Employees are flexible and adaptable when changes are necessary | 15(37.5%) | 23(57.5%) | 2(5%) | 0% | 0% |
| 14. | Employees believe that they can influence or affect their work place through their ideas and involvement | 16(40%) | 23(57.5%) | 1(2.5%) | 0% | 0% |
| 15. | Each staff and department perform tasks that are clearly defined and relate to the decisions made in council and other committee meetings of the Town council | 25(62.5%) | 15(37.5%) | 0% | 0% | 0% |
| 16. | We constantly meet to make innovative decisions that will help us to continuously improve | 25(62.5%) | 14(35%) | 1(2.5) | 0% | 0% |
| 17. | Employees believe in teamwork | 27(67.5%) | 13(32.5%) | 0% | 0% | 0% |
| 18. | Employees know what is expected of them and understand their impact on other people, teams and functions | 19(47.5%) | 21(52.5%) | 0% | 0% | 0% |
| 19. | Administration at all levels work together as a team to achieve results for the town council | 24(60%) | 16(40%) | 0% | 0% | 0% |

Informed decision making and employee performance, Source: Primary data

Study results in Table 7 show that (77.5%) of the respondents strongly agreed and 9(22.5%) agreed. The 77% of respondents who strongly agreed are those who attend all town council decision-making meetings and 22.5% who agreed are also technical staff and political leaders who are newly posted and elected respectively and do not attend all decision-making meetings at the town council. These results are attributed to advantages the town council enjoys as the result of practicing informed decision making like reduced conflict and easy coordination of tasks. It also implies that meetings are truly conducted issues are analyzed and risks associated with each choice are identified before a decision is made. Thus formal and informal meetings are used to enhance informed decision-making for effective management and performance improvement-related decision issues.

Study results also indicated that 20 (50%) of employees strongly believed they must make informed decisions, 17(40.5%) agreed that they must make informed decisions and 3(7.5%) were undecided. The findings are attributed to the fact that government work is guided by the prevailing laws and regulations and personal Opinions and perceptions are not entertained. The 50% who agreed are staff who are at the front of implementing council decisions and the 40.5% are political and other support staff who do not participate in decision-making but implement already made decisions on a daily basis.

Results show that 7.5% of undecided participants did not fully understand how the government system runs and are likely to cause issues/problems to the town council due to their indifferent attitude. All in all, there was attestation that employees believe in making informed decisions which builds confidence among staff and improves employees' execution of tasks hence improving employee performance. Respondents were asked if employees in this town council believe they must implement lawful decisions, findings show that 23(57.5%) strongly agreed and 16(40%) agreed and 1(2.5%) were undecided. Those that strongly agreed (57.5%) are staff who know the dangers of working outside the law and try as much as possible to avoid mistakes while the 40% who agreed also implement lawful activities but think small mistakes cannot affect them. The results indicate that the majority of the employees at the town council implement lawful decisions and this helps employees to control the proceedings/flow of work and hence creating realistic expectations hence improving employee performance. However, the town council administration needs to handle 2.5% of staff who do not know the importance of executing tasks in line with the law as this may cause problems if they implement tasks outside the law. Thus, implementing informed decisions is a prerequisite for improving employee performance as it reduces fear among staff.

In addition, 23 (57.5%) strongly agreed that the Town Council use informed decisions to improve their performance, 15(37.5%) agreed that employees in this Town

Council use informed decisions to improve their performance while 2(5%) were undecided.

The 57.5% who strongly agreed are staff who participate in decision-making practices at the town council and are therefore aware of how events run while 37.5% could be other section heads who are not greatly involved in implementing all town council decisions. This implies that town council decisions are greatly researched before they are implemented which is a manifestation of involvement and existence of all structures in place. It also implies that the town council decisions are reached after careful scrutiny and are in line with the law.

Respondents were asked if they feel free to voice their innovative suggestions to top management and the result indicated that 21(52.5%) respondents strongly agreed, 18(45%) agreed that employees feel free to voice innovative suggestions to top management in the town council while 1(2.5%) were undecided.

From the results, the majority of the respondents strongly agreed and those respondents who are more competent, are in touch with top management and always want the town council to excel while those who agreed are also staff who interact with management but do not usually bring suggestions to management due to their personal fear, attitude or nature of work. The 2.5% is a respondent who does not mind and always implements, and supports suggestions of others. Here results imply that staff at the town council have the will to come up with new innovations that are implemented by management after careful scrutiny. It is also an indicator that staff have a desire to participate in substantive decisions that will improve employee performance.

Respondents were asked if heads of department frequently discuss with workers task requirements, importantly 18(45%) strongly agreed that departmental heads frequently discuss with the workers their task requirements in order to cope well with the Town Council's objectives, 20(50%) agreed, 1(2.5%) were undecided and 1(2.5%) disagreed. Those who strongly agreed are respondents who always want to excel in task execution due to personal initiative and are heads of department while those who agreed also indicate that it's being done though not at a higher level. 2.5% remained undecided and 2.5% disagreed. This could have been a respondent who most times is not at the workstation. All in all the majority of the respondents agreed that heads of department share with them task requirements and this implies that they are involved in what is being planned and this helps to improve employee performance by improving their morale and reducing costs at work.

Respondents were asked if they attend meetings without fear from their supervisors/ bosses, 24(60%) of respondents strongly agreed and these are respondents who know the importance of attending meetings and why meetings are held. These respondents always come up with innovative ideas in meetings that help the town council to improve.

Meetings allow physical interaction and easy problem-solving and therefore are important for improving employee performance.

The 15(37.5%) who agreed are also respondents who know the importance of meeting but do not attend regularly due to their inefficiency. From the results the majority of respondents agreed that employees attend meetings without fear from their bosses, this implies that staff at Isingiro Town Council have the power to participate in substantive decisions and have appropriate decision-making skills and this will in turn help the town council to fulfill its mission and objectives. The 2.5% of respondents who were undecided were those who were newly recruited and did not understand the system.

Respondents were asked if they showed a lot of concern about seeing that they implement agreed-upon tasks and 13(32.5%) of respondents strongly agreed, 26(65%) agreed while 1(2.5%) were undecided. Here respondents who strongly agreed are

those who attend regularly all the meetings and know every decision they make while those who agreed (65%) are respondents who implement but do not regularly attend all meetings of the council and some of the decisions are reached in their absence.

This implies that the majority of respondents agreed that the council implements decisions/resolutions agreed upon by the majority and this helps reduce conflicts among political and technical staff hence maintaining a peaceful atmosphere which is good for improving employee performance. The 2.5% of respondents always had a contrary opinion when decisions were being reached. This implies that the administration should take on the responsibility of training such staff to ensure that they do not influence the majority who really know what to do.

Also, 31(77.5%) strongly agreed that they are expected to make quality decisions for their job performance, and 9(22.5%). The 77.5% that strongly agreed are heads of department who know the importance of making lawful decisions and their impact on employee performance and the 22.5% are other staff who are not directly liable to implementable decisions. Results indicate that all respondents agreed that quality decisions improve their performance and this could have been due to the advantages associated with such decisions such as reducing costs and legal cases against the town council. This indicates that the town council makes quality decisions and this should be maintained throughout if good results are to be achieved in the long run. This reduces conflicts and hence ensures the smooth running of council activities which improves employee morale in task execution.

More still, respondents were asked if the town council makes strategic decisions that influence employee performance, 22(55%) respondents strongly agreed and 18(45%) agreed. The 55% who strongly agreed are respondents who attend duty regularly, attend all the meetings, and participate in making such decisions while the 45% who agreed are respondents who only appear at

implementation level and are not much conversant with the outcome of the decision being implemented. However, results indicate that all respondents agreed and this could be due to the fact that the town council has the functional committees in place and they sit as required and make strategic decisions to improve employee performance. This implies that the town council decisions are well thought out and address the needs of the community members.

Additionally, respondents were asked if employees are enabled to contribute to continuous improvement and ongoing success of their work. 19(47.5%) respondents strongly agreed and 21(52.5%) agreed that Employees are most enabled to contribute to continuous improvement and ongoing success of their work.

The results indicate that all respondents agreed, and those who strongly agreed are respondents who are well facilitated due to the demands of their work and perform similar roles as those of their supervisors and those who agreed 52.5% are respondents who are subordinates to the latter and are not at the forefront of task execution but are involved at a later stage when activities are being done. This implies that the town greatly involves its staff in identifying strategies for improving their work, trains, mentors, and coaches staff which are good aspects for improving employee performance.

Furthermore, respondents were asked whether all decisions were reached by consensus between junior and senior staff through technical planning meetings, Majority 24(60%) respondents strongly agreed, 14(35%) agreed while 2(5%) were undecided that all decisions are reached at by consensus between junior staff and senior staff through technical planning meetings. The greater percentage that agreed are respondents who understand what technical planning meetings are and their roles in improving employee performance and the 2.5% are new staff who were not aware of the roles these meetings play.

From the findings, the majority of respondents agreed, this indicates that management at the town council uses meetings especially technical planning meetings to come up with resolutions that are well-researched and guide town council staff during the implementation process. This implies that staff are given opportunities to participate in making substantive decisions that affect employees at the town council hence reducing sabotage at the implementation stage when resolutions are being implemented. More still, it also indicates that the town council has staff who are not aware of the importance of technical planning meetings as reflected in the 2.5%, and therefore management should take up the responsibility to train such categories of staff through coaching and mentoring.

Respondents were also asked if employees were flexible and adaptable when changes were necessary. 15(37.5%) respondents strongly agreed, 23(57.5%) agreed while 2(5%) were undecided. Those who strongly agreed are respondents who have been on the job for more than 6 years and therefore know how to go about any introduced change and the 57.5% who agreed were respondents who have 2 to 3 years on

the job, and the 5% undecided could have been staff who were newly posted on the job.

From the findings, it's clear that the town council has the majority of the staff who have not accumulated a lot of experience and should therefore be greatly guided when executing tasks if employee performance is to improve. It also indicates that the majority of the employees have low competence levels and therefore cannot adapt quickly to the new changes without any guidance.

Respondents were asked if they believed that they could affect their workplace through their ideas and involvement. In their responses 16 (40%) respondents strongly agreed, 23(57.5%) agreed and 1(2.5%) were undecided. The 57.5% are respondents who understand how the system runs, and always bring on innovative and new ideas that improve performance while the 40% who agreed are respondents who occasionally participate in coming up with new ideas. From the findings, the majority of the respondents agreed which implies that employee ideas are considered when coming up with any policy or strategy. This also indicates that there is greater participation of employees in decision-making at the town council. The 2.5% could be staff whose attitude towards work is negative and therefore management needs to take the initiative to change such behavior.

Additionally, 25(62.5%) respondents strongly agreed and 15(37.5%) agreed that each staff and department performs tasks that are clearly defined and relate to the decisions made in council and other committee meetings of the Town Council. All staff agreed that they perform tasks that relate to the decisions of the council. This implies that town council employees implement council resolutions and this helps to improve employee performance.

Additionally, respondents were asked if they constantly meet to make innovative decisions that will help them to improve, 25(62.5%) participants strongly agreed, 14(35%) agreed and 1(2.5%) were undecided. The 62.5% who strongly agreed are respondents who always meet with others to make innovative decisions like the revenue teams on how to improve revenue collections while the 35% that agreed are staff who are aware that they always meet but are not always in attendance due to other assignments. The 2.5% are staff who are most times absent when such meetings are held. This implies that town council staff always meet and come up with innovative ideas that help them to improve performance and the 2.5% that remained undecided are staff who are not at work regularly. This also indicates that the town council has staff that do not attend to duty on a regular basis.

Respondents were asked if they believed in teamwork, 27(67.5%) participants strongly agreed and 13(32.5%) agreed. The 67.5% strongly agreed that they believe in teamwork respondents who work at the headquarters and regularly perform their tasks in teams and the 32.5% who agreed are respondents who are councilors and administrative staff who work independently in their respective wards. Since all respondents agreed that they believe in teamwork, it is an indicator that most times they

come together to perform tasks as a team due to the advantages associated with it like better problem solving, less burnout, and enhanced personal growth which in turn improve employee performance.

And 19(47.5%) participants strongly agreed and 21(52.5%) agreed that Employees know what is expected of them and understand their impact on other people, teams, and functions. Since all employees agreed that they know what is expected of them it's an indicator that they are self-driven and do not need a lot of supervision.

Respondents were asked if administration works together as a team to achieve results for the town council, results show that 24(60%) participants strongly agreed and 16(40%) agreed that Administration at all levels works together as a team to achieve results for the town council. Results indicate that all respondents agreed and the difference between agreed and strongly agree was due to individual perceptions on the matter. But all in all, results indicate that administration works together which is a good indicator of ensuring that employees excel at their work and hence achieve the town council mission in the long run.

Implementing informed decisions be attributed to the advantages the town council gains as the result of implementing council and committee resolutions and this helps employees focus on real work and reduce absenteeism and also among others promotes employee performance as it reduces fear of doing wrong tasks. Therefore, it can further be argued that employees were able to voice innovative suggestions to the management of Isingiro Town Council which are discussed in respective councils and committees for a decision to be made before they are implemented.

The results can be attributed to the fact that the town council technical planning committee, executive, sectoral committees, and council sit as recommended and all the decisions are made therein. Therefore the majority of respondents were in agreement that informed decision-making is a means to improve employee performance.

With quarterly meetings being held regularly, employee performance levels are improved as they implement decisions that relate to the set targets of their supervisors. This in turn leads to the proper utilization of resources and helps to meet deadlines.

These quantitative study findings were supported by the key informants. One key informant had this to say;

Accordingly, there is improved employee competence in service delivery and proper use of resources and it has created efficiency and effectiveness. It has also improved employee morale, confidence, and making better decisions and has also promoted staff performance as it has reduced fear among staff. This town council has enabled employees to focus on real work, reduced absenteeism, helped in problem-solving, increased productivity, meeting deadlines, and has also facilitated strategic alignment (KI Isingiro 30th,03,2022)

Further, during the Focus Group Discussion interviews, Respondents were asked how informed decision-making has influenced employee performance. Results showed that

100% of the respondents believed that informed decisions had a great influence on employee performance. They had this to say;

Yes, making informed decisions is very important at work because without it we would be nowhere. It has improved employee morale and confidence, led to better decisions, promoted staff performance reduced fear among staff, and helped in problem-solving. They also pointed out that informed decisions have helped in meeting deadlines,

enabled employees to focus on real work, and reduced absenteeism. (FDG 2 Isingiro Town Council done on 6th April 2022).

This is further supported by Leonard, Scroll, and Kowalsk (1999) who argue that decision making is a fundamental function in organizations and the quality of decisions that managers make affect their effectiveness and in turn affect the success or failure of organizations as well as employee performance.

Table 8: Regression analysis of relationship between informed decision making and employee performance

| Correlations | | | |
|--------------------------|---------------------|--------------------------|----------------------|
| | | Informed decision making | Employee performance |
| Informed decision making | Pearson Correlation | 1 | .657** |
| | Sig. (2-tailed) | | .000 |
| | N | 40 | 40 |
| Employee performance | Pearson Correlation | .657** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 40 | 40 |

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

The results in table 8 indicate that there is a positive significant relationship between informed decision making and employee performance ($r=.657, p<.01$) this implies that any positive change in informed decision making will result into a positive change in employee performance.

Table 9: Model summary

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .657 ^a | .431 | .417 | .22017 |

a. Predictors: (Constant), Informed decision making

The results in the model summary in Table 9 indicate that 41.7% of the variations in employee performance is explained by informed decision making. This implies that the remaining 58.3% is explained by other factors like positive reading culture, level of education, stable political environment etc.

Table 10: Anova

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1.472 | 1 | 1.472 | 30.358 | .000 ^b |
| | Residual | 1.939 | 40 | .048 | | |
| | Total | 3.411 | 41 | | | |

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Informed decision making

The results in the ANOVA table 10 indicate that the overall model is significant ($F=30.358$, $P<.05$). This implies that informed decision making is a significant predictor of employee performance.

Table 11: Coefficient

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| Coefficients ^a | | | | | | |
|---------------------------|--------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.066 | .396 | | 2.691 | .010 |
| | Informed decision making | .671 | .122 | .657 | 5.510 | .000 |

a. Dependent Variable: Employee performance

The results in coefficient table 11 indicate that a unit increase in Informed decision making will result in to 0.657 units (Beta=.657, $p<.01$) increase in employee performance. There is a moderate positive relationship between informed decision making and employee performance. Informed decision making accounts for 41.7% positive variation in employee performance.

Table 12: Relationship between performance measurement and employee performance

| | Performance measurement | Strongly Agree | Agree | Un decided | Disagree | Strongly disagree |
|-----|--|----------------|----------|------------|----------|-------------------|
| 1. | Town council has a five-year development plan that specifies what is to be done by employees in that period | 30(75%) | 9(22.5%) | 1(2.5%) | 0% | 0% |
| 2. | The Town council has an annual budget that clearly spells the incomes and expenditures | 31(77.5%) | 8(20%) | 1(2.5%) | 0% | 0% |
| 3 | As an employee, I have an annual performance plan that is assessed at the end of the financial year | 27(67.5%) | 9(22.5%) | 4(10%) | 0% | 0% |
| 4. | As an employee, I am assessed by my supervisor through quarterly reviews | 28(70%) | 8(20%) | 2(5%) | 2(5%) | 0% |
| 5. | I make monthly performance reports in accordance with set targets | 24(60%) | 10(25%) | 2(5%) | 4(10%) | 0% |
| 6. | We carry out budget conferences every financial year to review previous employee performance in each sector in the Town council | 29(72.5%) | 8(20%) | 3(7.5%) | 0% | 0% |
| 7. | At the end of the financial year, every employee performance is assessed in accordance with the agreed targets and reports made. | 25(62.5%) | 12(30%) | 0% | 1(2.5%) | 0% |
| 8. | I always meet deadlines in submission of monthly, quarterly and annual reports | 21(52.5%) | 14(35%) | 2(5%) | 3(7.5%) | 0% |
| 9, | We are always assessed on tools provided by ministry of public service | 20(50%) | 14(35%) | 3(7.5%) | 3(7.5%) | 0% |
| 10. | Performance measurement is always objective and it helps us improve | 22(55%) | 14(35%) | 3(7.5%) | 1(2.5%) | 0% |

Performance measurement and employee performance, Source, Primary data, Isingiro town council

Table 13: Relating Employee performance at Isingiro Town Council

| | | | | | | |
|-----|---|-----------|-----------|---------|---------|----|
| 1. | I emphasize teamwork among employees | 32(80%) | 8(20%) | 0% | 0% | 0% |
| 2. | I pay attention to extreme details to know more about management decisions in relation to promotion and career growth | 25(62.5%) | 13(32.5%) | 2(5%) | 0% | 0% |
| 3. | As an employee, I make sure that I am accountable to my work | 26(65%) | 12(30%) | 1(2.5%) | 1(2.5%) | 0% |
| 4. | I am able to perform and do my duties and responsibilities as required | 28(70%) | 10(25%) | | 2(5%) | 0% |
| 5. | I attend to my work with speed and accuracy | 23(57.5%) | 17(37.5%) | 0% | 0% | 0% |
| 6. | My performance has continuously improved | 25(62.5%) | 15(37.5%) | 0% | 0% | 0% |
| 7. | I take time to listen to my clients to ensure I attend to them effectively | 24(60%) | 15(37.5%) | 1(2.5%) | 0% | 0% |
| 8. | I do my work effectively without complaining | 22(55%) | 17(40.5%) | 1(2.5%) | 0% | 0% |
| 9. | I combine the available resources very well to provide quality services | 18(45%) | 21(52.5%) | 1(2.5%) | 0% | 0% |
| 10. | I usually take time to follow up with clients to ensure that they are satisfied with my services | 15(37.5%) | 25(62.5%) | 0% | 0% | 0% |
| 11. | Employees report on duty early and leave very late | 26(65%) | 9(22.5%) | 1(2.5%) | 4(10%) | 0% |
| 12. | I record down a number of activities in my daily to do list before starting on the day's work | 12(30%) | 22(55%) | 3(7.5%) | 3(7.5%) | 0% |
| 13. | My job is in line with my interests, skills and attitudes | 19(47.5%) | 20(50%) | 1(2.5%) | 0% | 0% |

Relating Employee performance at Isingiro Town Council, Source - primary data, Isingiro town council

Respondents were asked whether the town council has a five-year development plan that specifies what is to be done in that period, from table 13, 30(75%) of respondents strongly agreed, 9(22.5%) agreed and 1(2.5%) were undecided. The 75% that strongly agreed are respondents who are conversant with town council systems, participate in the town council planning processes, and derive their tasks from the five-year development plan and the 22.5% are respondents who are newly recruited and posted at the town council or political leaders who are in their first term of office and have started learning how systems are operating. This implies that the majority of the town staff are aware that the five-year development plan is in place and coordinates all development activities in the town. This further implies that the town council development projects are well planned and help to inform the annual budget.

Furthermore, respondents were asked if the town council has an annual budget that clearly spells out the income and expenditures, 31(77.5%) of respondents strongly agreed, 8(20%) agreed and 1(2.5%) were undecided. The 77.5% who strongly agreed are respondents who have been in service for many years and have several occasions participated in drafting the budget and the 20% who agreed

are respondents and political leaders who have found the budget in place and are new in service. This indicates that a great percentage of the respondents are aware that an annual budget exists and this implies that the town council implements activities that are clearly stipulated within the budget. The 2.5% that was undecided were respondents who were newly recruited and had not participated in the budgeting process.

Respondents were asked if they have an annual performance plan that is assessed at the end of the financial year, 27(67.5%) of respondents strongly agreed, 9(22.5%) agreed and 4(10%) were undecided. The 67.5% that strongly agreed are respondents who have been in service for a considerable period of time and are usually assessed by their supervisors at the end of the financial year while those 22.5% who agreed are staff who have been in service for few years and have not experienced this for many years but know that it is done. This implies that respondents make annual performance plans that guide them to achieve the town council targets at the end of the financial year. It also implies that the supervisor is always tracking the performance of staff through this tool and uses it to identify those who are performing well as well as those performing poorly.

Therefore, staff at the town council are appraised through this tool and this helps to improve employee performance.

The 10% that remained undecided were respondents who were newly recruited and were not yet familiar with government procedures. This implies that management has the task of coaching and mentoring such staff so that they fully understand government systems. More still respondents were asked if they are assessed by their supervisors through quarterly reviews, 28(70%) of respondents strongly agreed, 8(20%) agreed, 2(5%) were undecided and 2(5%) disagreed.

From the findings, the majority 90% of the respondents agreed that they are assessed quarterly and this implies that the administration is always committed to ensuring that staff perform as expected so as to achieve targets set in the budget and development plan.

The 5% that remained undecided were respondents who could not understand what the question required and could not give a genuine response and this implies that the town council has staff who do not understand government systems and therefore need some training.

The 5% that disagreed were respondents who were a few months old at the town council, had been posted there, and had not experienced this. This implies that the town council had new staff that had not been assessed before and therefore need to be trained and brought on board so that they fully understand government systems.

Furthermore, respondents were asked if they make monthly performance reports in accordance with set targets, 24(60%) of respondents strongly agreed, 10(25%) agreed, 2(5%) undecided and 4 (10%) disagreed. The 60% that strongly agreed are respondents that make monthly reports and are consistent while the 25% that agreed are respondents that make monthly reports but at times omit some months.

From the findings majority of the respondents agreed that they make monthly reports and this implies that administrators at the town council are always aware of what staff are doing and whether set targets have been achieved within that month. This also helps the administration to fully understand what has been done or not done and get solutions to challenges that have been identified.

The 5% that remained undecided could have been support staff like porters /cleaners who worked in the central business Area and their issues were always reported by their supervisors. This implies that the administration should try as much as possible to train these people on how to report independently so that their issues are known by management.

The 10% that disagreed could have been those respondents who do not make written reports like office attendants and drivers. This implies that these respondents do not make reports at all therefore management must bring this category on board and make sure they understand and make written reports and express their challenges directly to the administration.

Findings also indicate that 29(72.5%) of respondents strongly agreed, 8(20%) agreed and 3(7.5%) were undecided that they carry out budget conferences every financial year to review previous employee performance in each sector in the Town Council.

From the findings, 72.5% strongly agreed and 20% agreed, this indicates that town council administration carries out a budget conference/ consultative meetings with stakeholders every financial year in order to prepare a budget framework paper for their respective vote as required under section 9 (1) of the Public Finance Management Act (PFM) act 2015.

It also implies that the Town council adheres to the planning cycle guidelines and implements the views of the people. The 7.5% of respondents who were undecided were those who did not understand the planning cycle and were not even aware of what the budget conference implies. This also indicates that the town council has staff that require training in planning.

Important to note, that 25(62.5%) of respondents strongly agreed, 12(30%) agreed and 1(2.5%) disagreed that at the end of the financial year, every employee's performance is assessed in accordance with the agreed targets and reports made. Those who strongly agreed are respondents who have been at the town council for more than two years and know how the system runs i.e. they get feedback in assessment that is according to the set targets. Of those that agreed 30% are respondents who are new in service but newly posted at the town council but have learned very fast and now know how the systems work. This implies that the majority of responses are assessed according to set targets and this helps in rewarding employees and reduces corruption.

More still, the 2.5% that disagreed is a respondent who was new and not aware of how assessment is done. This calls on the administration to mentor such staff to know what they should do.

Furthermore,

respondents were asked if they meet deadlines in the submission of quarterly and monthly reports 21(52.5%) respondents strongly agreed, 14(35%) agreed, 2(5%) were undecided and 3(7.5%) disagreed that they always meet deadlines in the submission of monthly, quarterly and annual reports. The 52.5% who strongly agreed are respondents who are heads of department and their

contribution feed into the output of the town clerk's performance contract their performance has a great impact on the Performance of the town council as a whole and this makes them meet deadlines in the submission of monthly, quarterly and annual reports. It was noted that the town council staff submits quarterly financial reports like output budgeting tools, road fund accountability reports, and final accounts at the end of the financial year.

The 35% who agreed are respondents who are heading sections but also make reports but submit to heads of department and therefore are not in constant contact with the administration. These findings indicate that the majority of the respondents agreed that they meet deadlines in the submission of reports and this implies that the town council administration tries to avoid penalties in the execution of their work. It also implies that there is effective and efficient use of resources at the Town Council.

The 7.5% that remained undecided are respondents who have a negative attitude towards work and therefore administration should try as much as possible to change this so that it does not affect the majority of the staff.

Also, 20(50%) of respondents strongly agreed, 14 (35%) agreed, 3(7.5%) undecided and 3(7.5%) disagreed that they are always assessed on tools provided by the ministry of public service. From the findings, the majority of the respondents agreed that they are assessed on tools provided by public service and these are respondents who clearly understand the assessment procedure and have been trained and this indicates that the assessment process and procedure conducted by the administration is always genuine and is carried out based on standard tools as provided by competent institutions of government. This helps to reduce bias among staff and helps to commit them to work and improve their performance.

The 7.5% who were undecided are respondents who have not read widely and do not know government processes and procedures. This indicates that there is a need for training workshops to help this staff know government systems.

Also, 7.5% that disagreed are respondents who are not aware of where those tools are obtained, and therefore training workshops and seminars need to be held to orient such staff.

The majority, 22(55%) of respondents strongly agreed, 14(35%) agreed, 3(7.5%) undecided and 1 (2.5%)disagreed that Performance measurement is always objective and helps them to improve. The 55% that strongly agreed are respondents who are aware of the importance of performance measurement and also supervise others while the 35% that agreed are subordinate respondents who are always at the endpoint of service delivery.

The majority of the respondents(90%) agreed that performance measurement is always objective and helps them to improve, results obtained are due to the advantages management gains in measuring performance to provide services to the community members and in providing guided expenditure.

The results obtained indicate that the majority of the respondents agreed and thus performance measurement was treated as vital by management at Isingiro Town Council towards improving employee performance. This is attributed to the numerous advantages that come with measuring performance like addressing the shortcomings in employee performance thus creating transparency and accountability and also imploring public officers to commit themselves to work so as to achieve the town council mission as embedded in the development plan, budget, and annual performance contracts/appraisal.

The highest response rate was due to the fact that budget conference meetings help in providing guided planning to the town council by helping both political and technical staff in order to achieve the set targets. The 2.5% who remained undecided could have been a respondent whose attitude towards measuring performance is negative and therefore needed to be helped through coaching and counselling so that he or she appreciates the role performance measurement is doing.

These results show that the majority of the respondents concurred that performance measurement practices are helping them in improving their performance. These qualitative study findings were supported by the key informant who had this to say; *"Accordingly, it has reduced corruption among staff especially in revenue collection, created active employee behavior, helped to motivate staff and improve performance, improved staff learning levels, easy identification of employee rewards and increased productivity"*. (KI Isingiro 30th 03, 2022)

It was clear that setting of goals and targets through performance agreement and appraisal increases productivity and competence among staff at the town council.

Further, during focus group discussions (FDG 1), respondents were asked to explain ways on how performance measurement has affected employee performance at Isingiro Town Council, they had this to say;

"It directs one's effort towards achieving set targets, acts as a basis for rewarding the best and identifying non- performers, improves accountability among employees, enables proper allocation of resources, helps employees to identify their weaknesses and strength and improves employees time management". (FDG 1 Isingiro Town Council done on 6th April 2022).

Relating employee performance at Isingiro Town Council

Respondents were asked if they emphasize teamwork among employees at the town council, findings indicated that 32(80%) of respondents strongly agreed and 8(20%) agreed that they emphasize teamwork among employees. The 80% who strongly agreed are respondents who regularly participate in teams or see teams that exist at the town council like the revenue collection teams and the 20% who agreed are those field staff who work independently but occasionally join teams when an urgent task needs to be performed. All respondents agreed that teamwork is emphasized at the town council due to the advantages that are gained from it. Teamwork leads to boosted productivity, happier team members, better problem-solving, faster task completion, and increased potential for innovation, and this, in turn, leads to improved employee performance.

More still, respondents were asked if they pay attention to extreme details to know more about management decisions in relation to promotion and career growth. Findings indicated that 25(62.5%) of respondents strongly agreed, 2(5%) decided and 13(32.5%) agreed that they pay attention to extreme details to know more about management decisions in relation to promotion and career growth.

From the findings, the majority of the respondents agreed that they pay attention to management decisions in relation to career growth and promotion. This implies that employees respect the decisions of their supervisors, and always work hard to achieve set targets since promotion is connected to employee level of achievement of the set targets. This further implies that there is a total commitment to work by the majority of the employees and this will lead to improved employee performance if their efforts are tailored towards meeting the set targets.

The 5% that remained undecided were respondents who were newly recruited and did not understand the public service system and therefore needed guidance so that they could be aligned to the requirements of their job. This implies that the town council has employees who are incompetent and therefore need induction and training to fully be conversant with public service systems.

Also, respondents were asked if they are accountable for their work, 26(65%) of respondents strongly agreed, 12(30%) agreed, 1(2.5%) were undecided and 1(2.5%) disagreed that as employees, they make sure that I am accountable to my work. From the findings, 65% strongly agreed that they are accountable for their work and these could have been respondents who are more committed and know what their jobs entail, and the 30% who agreed know what their jobs entail but commitment levels are not very high. This implies that management at the town council needs to continuously orient staff to know the requirements of their job so that all staff are on the same footing in regard to being accountable at work. The 2.5% that remained undecided could have been the respondent whose attitude towards work is low and this implies that such respondent at

times meets the targets or not therefore management needs to identify such staff and bring them on board by changing their attitude towards work to a positive one so as to achieve improved employee performance.

The 2.5% that disagreed indicate that are not accountable to their work and are respondents whose attitude towards work is negative, do not know why he/she has the job, do not complete task at all, he/she is not implored to work and is always absent.

This implies that management has not done enough to change the work behavior of such respondents and his/her output is not measured. Management must come out strongly and condemn such behavior emphasize improved attainment of set targets, emphasize quality and time, presence at work, and efficiency of work output, and improve individual performance and link it with the effectiveness of completed tasks in a bid to improve employee performance.

Notably, respondents were asked if they are able to do their duties and responsibilities as required, 28(70%) of respondents strongly agreed, 10(25%) agreed and 2(5%) disagreed that they are able to perform and do their duties and responsibilities as required. From the findings, the majority of the respondents agreed that they are able to do their duties and responsibilities as required and this implies that the majority of staff are committed to work and provided with the requirements and necessities needed to improve their performance as was seen in the presence of staff office and office equipment.

The 5% that disagreed are respondents whose requirements of improving their performance are not regularly provided as was seen in garbage collectors in central business areas where some did not have clothes. This implies that the provision of requirements to improve employee performance is inadequate and therefore management should look for resources to ensure staff are given what to use if performance is to improve.

Important to note, that respondents were asked if they attended to work with speed and accuracy 23(57.5%) of respondents strongly agreed and 17(37.5%) agreed that they attended to their work with speed and accuracy.

The 57.5% that strongly agreed are respondents who have been in service for a considerable time and are well versed with the requirements of their job. This implies that these staff are highly competent and can produce results/output in a short period of time and the 37.5% who agreed also indicate that the performance is good and that staff are also nearing high competence levels.

This implies that the town council has competent staff, is willing to learn, and can produce output with minimum supervision. Therefore management should try as much as possible to enhance their capacity through training and workshops.

Additionally, respondents were asked if their performance has continuously improved, from the findings, 25(62.5%) of respondents strongly agreed and 15(37.5%) agreed that performance has continuously improved. Results indicated

that performance has continuously improved as all respondents agreed as vividly seen in areas like finishing the construction of staff offices that were near completion and completion of the council hall. This implies that there is continuous improvement in performance in all areas among staff at the town council which is a good sign of improving staff performance. Therefore management should set a clear performance plan and means of measuring that performance if continuous improvement is to be sustained.

Also, respondents were asked if they take time to listen to their clients to ensure that they attend to them effectively, from the findings 24(60%) of respondents strongly agreed, 15(37.5%) agreed while 1(2.5%) undecided that they take time to listen to their clients to ensure they attend to them effectively.

The 60% that strongly agreed are respondents who deal with clients in their day-to-day work like revenue collectors, community development officers, and others while the 37.5% that agreed also work with people but do not wholly consider all their views or certain decisions are made without listening to their clients like health inspectors and physical planners.

From the findings, it is clear that respondents are aware of the importance of listening to clients because of the advantages that come with it like easy problem-solving and addressing the concerns of the clients as required in the planning process. This implies that clients' interests are taken care of when planning for developments in the town council.

The 2.5% that remained undecided is a respondent who has not fully understood the importance of listening to clients' needs and attending to them. Therefore management needs to train such staff to know the importance of listening to clients as a means of improving employee performance.

About, 22(55%) of respondents strongly agreed, 17(40.5%) agreed while 1(2.5%) were undecided that they do their work effectively without complaining. From the findings those who agreed and disagreed form 97.5% committed employees and this forms the majority of the respondents an indicator that staff at the town council are greatly committed to service delivery and this is an indicator of good employee performance. The town council administration needs to work on the 2.5% that remained undecided so that he/she can understand the basics of his/her work

In addition, respondents were asked if they combine the available resources very well to provide service, 18(45%) of respondents strongly agreed, 21(52.5%) agreed and 1(2.5%) were undecided. From the findings, the 45% that strongly agreed are respondents who see or have actually combined resources to perform many tasks on a regular basis and the 52.5% that agreed are also combining resources to perform tasks though not on a regular basis due to the nature of their work. This is an indicator that the majority of respondents agreed that they combine resources very well to provide quality services, this implies that there is efficient use of available resources to provide services to the general population and this helps to reduce waste of resources.

Also, respondents were asked if they usually take time to follow up with clients to ensure that they are satisfied with their services, 15(37.5%) of respondents strongly agreed and 25(62.5%) agreed. The findings and results indicate that all respondents agreed that they follow up with clients to ensure that they are satisfied with their services.

This was evidenced by the suggestion box that was pinned at the offices, the regular executive committee meetings that are held monthly, and the budget conference meeting that informs the budget framework paper that is held around October of every financial year. This implies that the town council staff always get feedback on the services they provide and this helps to make adjustments where necessary. Respondents were asked if employees report on duty early and leave very late, findings indicated that 26(65%) of respondents strongly agreed, 9(22.5%) agreed, 1(2.5%) were undecided and 4(10%) disagreed. The majority of the respondents agreed that employees come early and leave very late. It should be noted that reporting time at work is 8; 30 am and leaving work is 5; 00 pm according to the standing order 2021. This implies that staff at the town council report on duty early, perform their tasks as required, and want to achieve the town council's set objectives within the required timelines and parameters.

The 2.5% of respondents who remained undecided are those who are not aware of reporting and departure time for government employees. This implies that there are staff at the town council who are not aware of reporting and departure times for government employees and therefore management should induct such staff.

The 10% that disagreed are respondents who are aware of staff who leave early and report late at work in the morning. This implies that they are staff who come late in the morning and those who leave before departure time. Therefore management needs to be strict with daily attendance register and departure register as a means of measuring staff performance.

Also, respondents were asked if they record down a number of activities in their daily to-do list before starting the day's work, 12(30%) of respondents strongly agreed, 22(55%) agreed, 3(7.5%) were undecided and 3(7.5%) disagreed. From the findings, the majority of the respondents agreed that they record a number of activities on their do list before starting their day work. This implies that staff are organized in their task execution and do not leave out uncompleted work.

The 7.5% that remained undecided are staff who do not possess notebooks and are not always aware of the urgent tasks that require immediate attention. This implies that they perform their tasks in a disorderly way and tasks may remain unperformed and there is no remainder. Management therefore needs to orient such staff to have an orderly way of performing their tasks

The 7.5% that disagreed are staff who do not record activities they intend to do in a day. This implies that they are only pushed or reminded by their supervisors on what to do. Such staff are not self-driven and are likely to cause low

productivity at work. Therefore management must use extra effort to train such staff to learn an effective way of performing tasks.

Lastly, respondents were asked if their job is in line with their interests, skills, and attitudes, 19(47.5%) of respondents strongly agreed, 20(50%) agreed, and 1(2.5%) were undecided. The 47.5% that strongly agreed are respondents who are aware that recruitment of employees follows a clearly laid out job description and guidelines provided by the public service commission and the 50% that agreed are aware of the recruitment procedure but have now acquired other qualifications that can warrant them other jobs. This implies that town council staff are well suited to the positions they hold and like their jobs.

Then the 2.5% that remained undecided did not know what they wanted but only acquired the job as a means to meet their personal needs. These are respondents like cleaners or office attendants. This implies that management must do a human resource audit to ensure that employees are suited where they rightly qualify and those that do not are removed. These results show that the majority of the respondents concurred that performance measurement has helped in employee performance. This is not different from what qualitative data gathered, it was reinforced by a key informant who had this to say:

"It has created active employee behavior, staff motivation, improved staff learning, facilitates strategic alignment and

motivation, and led to the identification of employee rewards. It is also clear that setting goals and targets through performance agreement and appraisal increases productivity at the Town Council as this has created aspects of having efficient staff, reduced corruption and bribery among staff, especially in revenue collection". (KI Isingiro 30th,03,2022)

They further discussed other important work ethics and personal attributes that play a role in performance during the focus group discussions (FDG 2). These included accountability, speed and accuracy, teamwork, client follow, and a good attitude. They further noted that the town council achieves its targets, goals, and objectives by using different strategies and dimensions, FDG 2 noted this:

"We do it here through the setting of targets with the principal township officer through the signing performance agreements and then assessed through making of performance report at the end of the financial year which is assessed by Principal Township Officer. They also sign quarterly performance plans for all staff which are assessed quarterly and sign annual performance appraisals for confirmed staff in service. Also, staff on probation are assessed for the first two quarters and then confirmed in service and monthly and quarterly reports for all staff to determine the extent of work done".

(FDG 2 Isingiro Town Council done on 6th April 2022)

Table 14: Regression analysis of relationship between performance measurement and employee performance

| Correlations | | | |
|-------------------------|---------------------|-------------------------|----------------------|
| | | Performance measurement | Employee performance |
| Performance measurement | Pearson Correlation | 1 | .572** |
| | Sig. (2-tailed) | | .000 |
| | N | 40 | 40 |
| Employee performance | Pearson Correlation | .572** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 40 | 40 |

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

The results in table 14 indicate that there is a positive significant relationship between Performance measurement and employee performance ($r=.572, p<.01$). This implies that any positive change in Performance measurement will result into a positive change in employee performance.

Table 15: Model summary

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .572 ^a | .328 | .311 | .23942 |

a. Predictors: (Constant), Performance measurement

The results in the model summary in table 15 indicate that 31.1% of the variations in employee performance is explained by Performance measurement. This implies that the remaining 68.9% is explained by other factors like timely payment of salary, allowances, level of competence, seniority on job etc.

Table 16: Anova

| ANOVA ^a | | | | | | |
|--|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 1.117 | 1 | 1.117 | 19.492 | .000 ^b |
| | Residual | 2.293 | 40 | .057 | | |
| | Total | 3.411 | 41 | | | |
| a. Dependent Variable: Employee performance | | | | | | |
| b. Predictors: (Constant), Performance measurement | | | | | | |

The results in the ANOVA table 16 indicate that the overall model is significant (F=19.492, P<.05). This implies that Performance measurement is a significant predictor of employee performance.

Table 17: Coefficient

| Coefficients ^a | | | | | | |
|---|-------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.912 | .303 | | 6.308 | .000 |
| | Performance measurement | .434 | .098 | .572 | 4.415 | .000 |
| a. Dependent Variable: Employee performance | | | | | | |

The results in coefficient table 17 indicate that a unit increase in Performance measurement will result in to 0.572 units (Beta=.572, p<.01) increase in employee performance

Discussion

The relationship between effective communication and employee performance:

This study's findings revealed that effective communication among Isingiro Town Council employees significantly improves performance. This is in agreement with Kalogiannidis²⁷ and Amadu²⁸ studies on the impact of communication on performance, which confirmed that effective communication in any business entity has a great influence on employee performance. Therefore, Effective communication is crucial for organizations to boost employee performance by fostering trust, boosting productivity, reducing turnover, and fostering strong working relationships.

Similarly, Femi et al study in Nigeria noted that effective communication enhances company value, job satisfaction, and employee engagement by fostering good relationships with superiors and colleagues, preventing misunderstandings, and ensuring task completion²⁹. Conversely, Poor communication in an organization can significantly reduce productivity and negatively affect employee performance. ²⁹. Therefore, managers should

ensure clear instructions, provide adequate training, foster cooperation through incentives, and create an effective communication plan for timely information delivery on work-related changes to achieve productivity.

According to this study finding, the town council's communication strategies achieved an 85% score, indicating employees' accountability, commitment, and demonstration in achieving its goals, mission, and objectives. This is supported by Kube et al.,³⁰ and Antony et al.,³¹ studies which reported that effective communication strategies are crucial for high performance in organizations. An open environment fosters open feedback, ideas, and criticism, impacting employee performance. Employers should use measurable tools and practices in their plans. It is imperative for every organization to maintain an effective communication environment where all members of the organization feel free to share feedback, ideas, and even criticism at every level for effective performance.

Relationship between informed decision making and employee performance:

This study's results revealed a strong correlation between informed decision-making and employee performance. This could be attributed to meetings, innovative suggestions, frequent discussions, continuous improvement, consensus-based decision-making, and teamwork among employees.

Similarly Ceschi et al., the study revealed that employee participation in decision-making improves workplace relationships between the various employees and other staff in an organization thus increasing productivity in an organization³². Therefore, employee input is a significant factor in effective decision-making in each organization.

The study found that increased employee involvement in decision-making reduces labor-management friction and strengthens relationships between employees and top management. Similarly, participation in decision-making has been found to have favorable impacts on employee attitude, commitment, and productivity even also on the efficiency of the managers ^{33, 34}. This encourages employees to express their opinions and share knowledge, enhancing the relationship between manager and employee and fostering a robust teamwork environment.

The study found that expressing viewpoints fosters dialogue among co-workers, allowing each worker to contribute their unique strengths to a project. Similarly, Francis et al., noted that the level of participation is a critical factor in enhancing efficiency and ensuring engagement ³⁵. The level of employee dedication directly impacts the sustainability and viability of an organization, as it directly influences its effectiveness rate ³⁴.

This study's results indicate that employee involvement in work decisions significantly influences organizational decisions, job satisfaction, and performance. This is in agreement with Abdulai et al., study which reported that the strength of the relationship between supervisors and their subordinates is also a precursor of job satisfaction, employee performance, and organizational performance ³⁶. Similarly, Emmanuel et al., study found that job satisfaction at the school of business increases with increased participation in decision-making³⁷. Therefore, employee participation in decision-making impacts productivity positively.

Relationship between performance measurement and employee performance:

The study outlined the implementation of a development plan, annual performance plan, quarterly reviews, monthly reports, budget conferences, rewards for top performers, and meeting report submission deadlines. This implies that setting performance goals and evaluating employee performance significantly reduces corruption, improves employee behavior, motivation, learning, and strategic alignment, and increases staff productivity. This is in agreement with Kuvaas et al., who suggested that feedback can enhance employee performance and drive organizational performance, particularly for employees who value self-assessment as the primary means of obtaining feedback³⁸. Therefore, accurate and efficient performance measurement is crucial for conducting accurate performance reviews and assessing employee potential.

The study results reveal that managers can guide employees' careers through open and transparent feedback, mentoring, coaching, training needs analysis, and creating

opportunities. This concurs with ⁴² who noted that performance appraisal is incomplete without reward and recognition. Thus, formal rewards and recognition should form part of the performance review and management process to motivate employees and teams that have met or surpassed their performance targets. Therefore, fair and equitable rewards and recognition should be based on outstanding performance, as it models employee behavior and encourages continuous contribution to the organization's goals.

This study results also agree with Groen et al., who posit that Performance measurement might be a problem if rating inflation appears to be related to the personality of the rater⁴³. Poor supervisor ratings can lead to conflict, with agreeableness inflating ratings more than low-scoring ones. Therefore, managers with high agreeableness avoid conflict situations, inflating ratings when they know they will continue working with the employee and they perceive them as good performers.

Conclusions

Effective communication has a significant positive effect on employee performance. Employees always bind together because trust is built through clear communication which boosts employee productivity, reduces employee turnover, high-quality performance, and maintains strong working relationships within the working environment.

In addition, it was also noted that informed decision-making has a positive significant relationship with employee performance as it reduces labor-management friction since employees are more involved with the management during decision-making processes hence building harmony between the employees and the top management.

Effective performance measurement through reviews, performance reports, budget conferences, and rewards have a strong positive significant relationship with employee performance as it promotes active employee behavior, staff motivation, improved staff learning, and strategic alignment.

Gaps in performance measurement including the absence of quarterly reviews and reports lead to employee disagreements and poor employee performance, lack of commitment, and limited accountability and responsibility of staff.

Recommendations:

The open and timely flow of information between top management and staff including the political stakeholders is significant for effective employee performance to reduce job frustrations, and friction among staff and enhance teamwork.

Departmental heads should frequently discuss with their subordinates workers' task requirements in order to cope well with town council objectives since employees believe

that they can affect their workplace through their ideas and involvement

An action-oriented team should be built through collaboration and bringing several potential factors, to assemble and discuss decisions together. Employees should always meet deadlines in the submission of monthly, quarterly, and annual reports and these reports should be in accordance with set targets as assessed by supervisors.

Future research should focus on other factors that affect organizational performance like the motivation of employees, leadership styles, working environment, and organizational policies, among others.

These results can be generalized to other lower local governments in Uganda with similar settings due to the fact that they operate under the same legal frameworks and policy documents,

Limitations:

The financial constraints limited this study to a narrow scope in population and geographical scope.

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Conflict of interest:

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List of Abbreviations:

| | |
|-------------------------|----------------------------------|
| CAO- | Chief Administrative officer |
| DLG- | District Local Government |
| EMA- | Environmental Management |
| Agency | |
| ITC- | Isingiro Town Council |
| MOLG- | Ministry of Local Government |
| MOPS- | Ministry of Public service |
| NEAP- | National Energy Action Plan |
| REC- | Research and Ethics |
| Committee | |
| SDGs- | Sustainable Development |
| Goals | |
| UBOS- | Uganda Bureau of Statistics |
| UDHS- | Uganda Demographic Health Survey |
| UN- | United Nations |
| UNFP- | United Nations Population Fund |
| UNHCR- | United Nations High |
| Commission for Refugees | |
| UNICEF- | United Nations Children's |
| Fund | |
| WHO- | World Health Organization |

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