

EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PRODUCTIVITY: A CASE STUDY OF WAKISO DISTRICT LOCAL GOVERNMENT

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**UGANDA CHRISTIAN
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DECLARATION

I declare that this work is entirely mine and solely a result of my own efforts. It has never been submitted to any institution for the academia award.

Signature 

Date 6th / May / 2026

AWIDI MARIA AYOO

APPROVAL

This is to certify that this research proposal has been under my supervision and is now ready for submission.

DR. CHRIS MUGANGA

A handwritten signature in dark ink, appearing to read 'CHRIS MUGANGA', with a stylized flourish at the end.

Date: 6/5/2026

SUPERVISOR

Table of Contents

DECLARATION.....	i
APPROVAL	ii
LIST OF TABLES	vi
ABSTRACT.....	vii
CHAPTER ONE	1
INTRODUCTION.....	1
1.0 Introduction	1
1.1 Background of the study	1
1.2 Problem statement	2
1.3 Objectives of the study	3
1.3.1 General objective of the study	3
1.3.2 Specific objectives of the study	3
1.4 Research questions	3
1.5 Scope of the study	3
1.5.1 Content scope	3
1.5.2 Geographic scope	4
1.5.3 Time scope.....	4
1.6 Justification of the study	4
1.7 Significance of the study	5
1.9 Conceptual framework	6
CHAPTER TWO	7
LITERATURE REVIEW	7
2.0 Introduction	7
2.1 Theoretical review.....	7
2.1.1 Job Demands-Resources Model	7
2.1.2 Social Exchange Theory	7
2.2 Conceptual Review	8
2.2.1 Employee Engagement	8
2.2.2 Organizational Productivity.....	8

2.3 Empirical review of the specific objectives	9
2.3.1 Communication channels and organizational productivity	9
2.3.2 Leadership empowerment and organizational productivity	11
2.3.3 Career Development and Organizational Productivity	13
CHAPTER THREE	16
RESEARCH METHODOLOGY	16
3.0 Introduction	16
3.1 Research Design	16
3.2 Study Population	16
3.3 Sample Size and Sampling Technique.	16
3.4 Sampling Techniques	17
3.4.1 Simple random sampling	17
3.4.2 Purposive sampling	17
3.5 Data collection instruments	18
3.5.1 Questionnaire	18
3.6 Data Processing and Analysis	18
3.7 Reliability and Validity of the Instruments	18
3.7.1 Reliability	18
3.7.2 Validity	19
3.8 Ethical Consideration	19
3.9 Limitations of the Study	20
CHAPTER FOUR.....	21
DATA ANALYSIS, PRESENTATION AND INTERPRETATION	21
4.0 Introduction	21
4.1 Response rate	21
4.1.1 Distribution of the Respondents by Gender	21
4.1.2 Academic qualification of the respondents	22
4.1.3 Rank and Level of Management of the Respondents	22
4.1.4 Work Experience of the Respondents	23
4.2 Presentation of the Main Findings	23
4.3 Communication channels and organizational productivity in Wakiso DLG	24

4.4 Leadership empowerment and organizational productivity in Wakiso DLG	25
4.5 Career development and organizational productivity in Wakiso DLG	27
CHAPTER FIVE	29
DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS	29
5.0 Introduction	29
5.1 Discussion of the findings	29
5.1.1 Communication channels and organizational productivity	29
5.1.2 Leadership empowerment and organizational productivity	30
5.1.3 Career development and organizational productivity	30
5.2 Conclusions	30
5.2.1 Communication channels and organizational productivity	30
5.2.2 Leadership empowerment and organizational productivity	31
5.2.3 Career development and organizational productivity	31
5.3 Recommendations	31
5.3.1 Communication channels and organizational productivity	31
5.3.2 Leadership empowerment and organizational productivity	31
5.3.3 Career development and Organizational Productivity	32
5.4 Limitations of the study	32
5.5 Suggestions for further research	32
REFERENCES	33
APPENDICES	35
Appendix 1: Questionnaire	35

LIST OF TABLES

Table 1: Table for determining sample size from a given population	17
Table 2: Gender of the Respondents.....	21
Table 3: Academic Qualification.....	22
Table 4: Rank and Level of Management of the Respondents	22
Table 5: Work Experience of Respondents	23
Table 6: Showing responses on the effect of communication channels on organizational productivity in Wakiso DLG	24
Table 7: Leadership empowerment and organizational productivity in Wakiso DLG	25
Table 8: Career development and organizational productivity in Wakiso DLG	27

ABSTRACT

The purpose of the study was to explore the impact of employee engagement on organizational productivity in Wakiso District Local Government (WDLG). In particular, it investigated the impact of leadership empowerment on organizational productivity in WDLG, assessed the impact of communication channels on organizational productivity in WDLG and found out the impact of career development on employee engagement on organizational productivity in WDLG.

The study was carried out utilizing a cross-sectional survey research design and a quantitative research methodology. Simple random sampling technique was applied during the data collection phase. Data was collect from 80 participants made up of top management, middle management, and lower management employees of Wakiso District Local Government using a questionnaire.

It was discovered from the findings that communication channels, empowerment of leaders, and career development were major determinants of organizational productivity within the local government organization in Wakiso District. Communication is critical in improving employee understanding, cooperation, trust, and crisis management; leadership empowerment creates an environment of accountability, innovation, adaptability, and loyalty; whereas career development ensures employee competency, job satisfaction, loyalty, and organizational success.

Finally, the study recommended that Wakiso District Local Government should strengthen effective and transparent communication systems, promote leadership empowerment through training and participatory decision-making, and enhance career development opportunities through continuous training, mentorship, and professional growth programs to improve organizational productivity.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter highlighted the background of the study, objective of the study, the problem statement, research questions, scope of the study, conceptual framework, and importance of the study in the long run.

1.1 Background of the study

Worldwide, in today's innovation-based business environment, businesses face immense pressure not only to survive but also be competitive. Every business around the world is surviving and developing in an environment of hyper-competition whereby engaging employees is inevitable for its survival (Sinurat & Berampu, 2021). Organizations have been required to utilize their resources in order to achieve their goals and objectives (Tshukudu, 2020). Employee engagement refers to an approach at the place of work whereby employees should show commitment to their organizations' goals and values, motivated towards contributing towards the success of their organizations while being capable of improving their personal well-being (Satata, 2021). Most organizations are involved with employees on how best to engage in their work and minimize the effects of burnout (Mone & London, 2014). In Africa, Employees are an extremely valuable business asset, and employee engagement is undeniably a dominant source of competitive advantage at all organizational levels (Schule, 2011). Engaged employees also experience a heightened sense of meaningfulness in their work, associated with psychological safety and psychological availability (Kahn, 1990). Engagement further enables employees to become absorbed in their work, to become dedicated to the organization and its outcomes, while exhibiting vigour in their interactions and task productivity. Important organizational outcomes are, therefore, derived from engaged employees, giving organization's a much-desired competitive advantage (Salanova & Bakker, 2024).

Employee engagement has become a problem which has been common among both scholars and managers in the recent years (Wellen & Simon, 2011). Levels of involvement of the employees in the operations of the organizations may determine whether an organization is successful or

not. On the contrary, research findings indicate that effective employment, which is a method of employee involvement, improves the motivation, dexterity, and creativity among employees (Baker, 2012). As per Robison (2017), "an 'engaged employee works with energy, passion and feeling of relatedness to his or her organization and the people in it". Disengaged employees work only for basic needs and do not contribute anything to make the organization successful. They report to work on time but in some cases, their contribution towards organizational productivity is negative (Mundeke, 2018).

In Wakiso district local government, employee engagement is fundamental in realizing organizational success because the engaged employees are motivated and try hard to meet the set objectives and goals. In order to sustain its productivity, the organization should foster employee engagement as a competitive strategy. The employees of the Organization are expected to engage in their jobs wholeheartedly for improvement of organizational productivity (Michaelson & Bob, 2021).

1.2 Problem statement

There is prioritization being done with respect to the provision of public services and development of the region at the local governments of the district. There are various issues of productivity, motivation, and employee engagement at district headquarter offices. Amongst some of the impacts which emerge due to lack of employee engagement includes poor job satisfaction, high turnovers, and poor performance of the organization. The level of employee engagement, therefore, becomes an important factor within the productivity of the organizations (Salanova & Bakker, 2024).

Within Wakiso district local government, however, the issue of employee engagement is not well facilitated. Due to such problems, the district loses between 5 percent and 15 percent of their sales revenues (Mulinde, 2016). Despite the important role played by the district local government in providing public services, most of the workers in the office have poor motivation and productivity. Consequently, there are negative impacts of poor performance of the district local government with respect to its productivity. The purpose of this research, therefore, is to investigate the effect of employee engagement on organizational productivity in Wakiso district local government.

1.3 Objectives of the study

1.3.1 General objective of the study

The general objective of the study is to explore the impact of employee engagement on organizational productivity in Mukono district local government.

1.3.2 Specific objectives of the study

- i. To investigate the impact of leadership empowerment on organizational productivity in Wakiso District Local Government.
- ii. To assess the impact of communication channels on organizational productivity in Wakiso District Local Government.
- iii. To find out the impact of career development on employee engagement on organizational productivity in Wakiso District Local Government.

1.4 Research questions

- i. What is the impact of leadership empowerment on organizational productivity in Wakiso District Local Government?
- ii. What is the impact of communication channels on organizational productivity in Wakiso District Local Government?
- iii. What is the impact of career development on organizational productivity in Wakiso District Local Government?

1.5 Scope of the study

The scope of the study will be comprised of the content scope, geographical scope and time scope as follows:

1.5.1 Content scope

The study will examine employee engagement as the independent variable while the productivity of the organization is regarded as the dependent variable. The study will be carried out in analyzing the effect of leadership empowerment, communication channel, and career development on organizational productivity.

1.5.2 Geographic scope

The study will be carried out in Wakiso District Local Government in Central Uganda. The choice of this particular area is based on the consideration that Wakiso District Local Government has been encountering complaints due to non-compliance with the procedures of procurement. This will be essential in obtaining critical data from the study area regarding the problems associated with it.

1.5.3 Time scope

The study will involve analysis of the productivity and compliance reports in Wakiso District Local Government in the last five years, 2019-2024, since Wakiso District Local Government has been facing complaints for not being able to comply with internal audit processes. The duration of the study will take three months.

1.6 Justification of the study

To future researcher, it would help them to form part of their reference material in the same or related research field. It is to widen the scope of understanding of employee engagement and the organizational productivity in an organization; this would enrich the body of existing knowledge and literature about the employee engagement and the organizational productivity aspect.

The topic of employee engagement is still quite new in the history of human resource management. The development of this subject coincides with the development of human resource management from a single-dimensional orientation to the control of inputs (resources) to a multi-dimensional orientation to accountability for outputs and outcomes. Organizational productivity in local governments has been impacted by the new public management movement, leading to the development of audit (Eyaa and Oluka, 2015). This development in auditing has two-fold implications:

Firstly, it provides audit with the necessary opportunity to remain relevant in today's environment and secondly, it reflects the shift towards playing an accountability role in governance. Financial mismanagement and lack of value for money have been a major problem in the districts of Uganda, hence the reason for conducting this study.

1.7 Significance of the study

The findings from this study will be useful to the following groups:

To the researcher, the study will help the researcher to graduate with the degree of Bachelor of Science in human resource management of Uganda Christian University since it is one of the requirements for graduation.

To the future researcher, it would enable them to become one of the references for them in conducting their research within the same or even related field. The study helps to widen the scope of knowledge on the concept of employee engagement and the productivity of the organization; it therefore contributes to the body of knowledge and literature on the subject matter.

The results obtained from the research will give the researcher the opportunity to learn about the basics of field research including how to collect data, compile and gather information, and analyze data. Having gained the above skills, the researcher will be able to conduct any research related activity in business, work, or even on their own in consultancy practices.

To the policy maker, the results from this research would become an indicator to the Wakiso District Local Government, who will receive vital information regarding employee engagement and organizational productivity, and possibly provide solutions to the problem. This will be done through the use of the conclusions and recommendations of this study as a reference point.

As one more contribution to the growing body of knowledge and competence related to employee engagement and organizational productivity, the topic of ethical and legal compliance in procurement processes at district level. PPRA will be able to learn from its findings the significance of giving suppliers knowledge of the Act in order to achieve the desired result of value for money.

It will contribute to the growing literature base related to employee engagement and organizational productivity in Wakiso District Local Government, Uganda, where little research has been done, therefore creating more knowledge and information for future studies.

1.9 Conceptual framework

Figure 1.1: Conceptual Framework

Employee engagement (IV) Organizational productivity (DV)



Source: Adapted from Erajessvarie Pillay and Singh (2018) and modified by the researcher, (2025).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, I am going to conduct three types of reviews on each objective of the study; Theoretical review, Conceptual review and Empirical review.

2.1 Theoretical review

In this research, there will be use of two theories which are the Job Demands-Resources Model and Social Exchange Theory, but my focus will be the Job Demands-Resources Model.

2.1.1 Job Demands-Resources Model

Job Demands-Resources Model, abbreviated as JD-R Model, is a theory developed by Demerouti, Bakker, Nachreiner and Schaufeli in 2001 that explains the link between work characteristics, individual wellbeing and productivity of employees. In the model, it states that job demands which includes workload, time pressure, and role ambiguity results into strain on employees and affects their engagement at work. However, job resources such as autonomy, social support, and growth opportunities have positive effects on engagement. Engagement can be viewed as a psychological resource that assists people to manage job demands and minimize strain, thus increasing wellbeing and productivity.

2.1.2 Social Exchange Theory

Social Exchange Theory proposed by George C.Homans & Peter M.Blau in 1958 is based on the idea of reciprocal exchange between individuals and organizations, where the former give their contribution in terms of effort and skill in exchange for certain resources offered by the latter. Employee engagement can be considered as an example of positive social exchange wherein the committed employees make efforts in terms of time, effort, and talent in their job role, and in return get recognition, growth prospects, and a favorable working environment.

2.2 Conceptual Review

2.2.1 Employee Engagement

Several definitions of employee engagement have been provided by different authors in the literature. Employee engagement involves the positive and affective psychological work-related condition that motivates workers to put their physical, cognitive, and emotional efforts into their role productivity (Zaniarti & Wijaya). Thus, employee engagement is a psychological aspect of work that involves energy, enthusiasm, and absorption (Gruman & Saks, 2010).

Employee engagement is a corporate approach that aims to promote the commitment of employees to the objectives and values of the organization, motivate them to support its success, and allow them to improve their well-being at the same time (MacLeod & Clarke, 2009). This involves the intention of investing one's self in the business and making an additional discretionary effort for the success of the employer that goes beyond simple satisfaction with employment or loyalty to the employer. Employee engagement may thus be understood as a positive and meaningful work-related condition involving vigor, dedication, and absorption.

2.2.2 Organizational Productivity

Productivity is the means through which firms attain their predetermined targets and is normally assessed using financial and nonfinancial factors (Gibson & Donnelly, 2010). Productivity in the organization involves the capability of a firm to accomplish its stated objectives like profits, high-quality products, market share, productivity of employees, and enterprise expansion and survival (Lee & Whitford, 2013). Organizational productivity in profit-oriented businesses is also a tool to evaluate the performance of an organization based on levels of profits, market share, and product quality compared to other companies in the same industry.

Organizational productivity is a complex concept to measure; therefore, various indicators are used to assess the productivity of organizations. Cappelli and Neumark (2001) utilized productivity and growth to evaluate organizational productivity. According to Lee and Whitford (2013), productivity in organizations is calculated by financial measures (growth in sales, profits, and asset or capital) and nonfinancial measures (employee turnover rate, customer satisfaction, expansion and development of business and productivity of employees). The indicators for

calculating organizational productivity according to Azeem, Abrar, Bashir, and Zubair (2015) are profitability, business expansion, and sales turnover.

2.3 Empirical review of the specific objectives

2.3.1 Communication channels and organizational productivity

Effective communication channels might result in employee engagement and organizational productivity. The idea is that open and honest communication affects the work environment in a positive manner, and as a result, the employees would become satisfied and devoted. Channels of communication which provide opportunities for giving feedback and listening can lead to employee motivation and engagement. Efficient communication results in increased employee commitment to their job and organization. Digital channels of communication, such as social media and intranet services, can lead to employee participation and organizational productivity.

Digital channels offer many advantages, including rapid information exchange, communication opportunities, and networking possibilities, hence making it possible for the employees to participate more actively. In addition, ideas can be shared, innovations made, and development achieved through digital communication channels. Engagement, motivation, and satisfaction of the employees can be achieved via digital channels of communication. Leader-member exchange can be facilitated via digital channels of communication resulting in productive performance of the employees as regards their engagement. The use of digital communication channels can also enable feedback, coaching, and employee development. In addition, the use of digital communication channels increases the ability to retain employees, productivity, and job productivity in the workplace. Furthermore, digital communication channels improve conflict resolution, well-being of employees, and organizational success. Such digital communication channels foster employee participation and engagement, resulting in their motivation. Digital communication channels also foster trust, job satisfaction, and commitment of employees towards the organization.

As stated by Bass (1985), leadership communication plays a significant role in enhancing employee engagement and organizational productivity. Effective communication by transformational leaders can inspire and motivate employees, resulting in increased job satisfaction and organizational commitment. Leadership communication can also enable

feedback, coaching, and employee development as argued by Hall & Wotruba 2020. Effective leadership communication also boosts employee trust, job satisfaction, and Organizational commitment based on Dirks & Ferrin 2001. Moreover, it will facilitate the process of leader-member exchange of thoughts and hence make it possible for the results of employee engagement and productivity to further improve through the interaction between the leaders and their subordinates. Leaders play an important role in shaping the sharing of information, teamwork, and innovation through the mode of communication that they choose. Besides, it may contribute towards retaining the workers who perform well and are highly productive within the organization. Success can be realized through effective communication among the leaders

The quality of communication channels has an impact on employee engagement and organizational productivity. Communication channels of high quality, characterized by clarity, accuracy, and promptness, foster employee trust and satisfaction. Effective communication channels make it possible for feedback, coaching, and employee development to occur. Information sharing, teamwork, and innovation are also facilitated by effective communication channels. In addition, high-quality communication channels could facilitate employee retention, increase their productivity and work productivity. Buckingham and Goodall assert that high-quality communication channels promote resolving conflicts, employee wellbeing, an organizational success. These high-quality communication channels could promote employee involvement and participation in increasing employee engagement and motivation. Gallagher and Sverke also observe that the quality of communication channels promotes employee engagement, motivation, and job satisfaction. Other researchers have also mentioned that social media could increase both employee and organizational productivity. Social media is the way through which knowledge sharing, cooperation, and innovation can take place, implying increased employee involvement and participation. It would be relatively easy to increase employee motivation, engagement, and job satisfaction using social media. However, social media could also hinder employee engagement and organizational productivity if not properly used. This view is supported by Kaplan & Haenlein (2010).

Moreover, healthy communication channels can also make sure that there is conflict resolution and well-being of employees in the process of achieving organizational success. Conflict resolution plays an important role in ensuring good relations between employees for high

organizational productivity. Moreover, well-being of the employee can be regarded as very important in case of general employee engagement, motivation, and job satisfaction. Communication channels can also facilitate the involvement of the leading employee and make him or her participate actively.

Overall, effective communication channels contribute to achieving positive employee results and organizational productivity. There should be various types of communication channels to facilitate openness of communication, feedback, and collaboration in order to influence positively the employee results and achieve organizational success. As Welch & Jackson note, it contributes not only to positive results of the employee but also helps to enhance organizational success. The efficient flow of communication also facilitates knowledge sharing, innovation, and development in trust towards their leaders and satisfaction from their work as well as organizational commitment, according to Dirks & Ferrin, 2001. Good communication channels may also result in a higher quality of LMX and more effective and engaged employees, according to Graen & Uhl-Bien, 1995.

2.3.2 Leadership empowerment and organizational productivity

This has an impact on employees' engagement and organizational productivity as well. The style of empowerment through leadership, such as transformational leadership, may help to empower employees, hence increasing their motivation and job satisfaction as a result. In addition, empowerment leadership may ensure that employees get involved, are committed to organizational goals and take part in making decisions. The empowering style of leadership should also promote the work environment that is enabling: characterized by trusting and respectful relations, and open communication between parties, which is likely to create commitment and organizational excellence. The ability of the empowerment leadership style to increase organizational results. Consequently, through empowering leadership, knowledge exchange, innovation, and creativity become possible within the organization, which results in improved organizational productivity and competitiveness, according to the study conducted by Kane & Alavi. Besides, as indicated by Huang & Iun, empowering leadership increases productivity and satisfaction of employees with their work.

Based on the findings provided by Eisenberger et al., in 2010, empowering leadership contributes to conflict resolution, employee wellbeing, and the success of an organization in general. In addition, empowering leadership is associated with increased employee trust, job satisfaction, and commitment. It may also contribute to higher levels of employee engagement and productivity. Thus, it can be stated that it is vital for increasing employee engagement and organizational productivity. In particular, there is a cultural and contextual influence of leadership empowerment on employee engagement and productivity in an organization. For instance, empowering leadership proves to be the most effective in an individualistic culture, where autonomy and independence are highly valued by employees.

In addition, the leadership style based on the idea of empowerment may also become more effective in those organizations where there exists a very strong learning culture and employees have a lot of chances to train and learn new skills. The efficiency of empowerment leadership style will definitely rely on the existence of the positive atmosphere of working there and the core will be comprised of trust, mutual respect, and communication. Empowering leadership is also likely to be more effective in those organizations that put a high premium on employee development. Here employees will be able to join actively the organizational activities and perform at a very high level, thus increasing competitiveness of the organization. Hence, empowering leadership will ensure greater retention of employees, their productivity, and satisfaction from the job.

According to Eisenberger et al. (2010), empowering leadership significantly affects engagement and productivity of employees. The empowerment strategy will make leaders' subordinates engaged and satisfied with their jobs. As Bass (1985) has as has been indicated above, empowerment leadership approaches such as transformational leadership are seen as effective in promoting engagement among the employees. Further, empowering leadership allows for engagement, participation, and commitment among the employees. As pointed out by Huang & Iun (2006), this improves productivity in the organization. Empowerment may create a positive environment that supports the aspect of trust, openness, and respect. This way, employee engagement may also be promoted. Empowering leadership may help to boost employee self-efficacy, autonomy, and responsibility, and therefore lead to positive effects on job productivity and performance within the organizations.

In addition, it has been stated that empowering leadership helps in exploiting creativity and innovation in different organizations, resulting in improved productivity and competitiveness. However, inappropriately practiced, empowering leadership has negative consequences such as stress and increased workload. Nevertheless, in recent times, it is the contingencies of culture and context that are being used to control the influence of empowering leadership on employee engagement and organizational productivity. For instance, according to Huang & Iun, empowering leadership will work very well within individualistic cultures due to the fact that giving employees empowerment means giving them more control and self-autonomy, something that is valued much by people in these cultures. Furthermore, empowering leadership works effectively in organizations with a very high level of learning culture since it allows learning and skill acquisition by employees.

2.3.3 Career Development and Organizational Productivity

From this point of view, according to Aryee et al., (2016), employees tend to be more motivated and consequently more productive with productivity due to having access to the opportunities of growth and development. In addition, career development can influence retention levels as employees will stay within organizations that invest in their growth and development additionally, career development results in employees becoming more creative due to gaining new perspectives.

Additionally, career development might lead to the sharing or combination of knowledge, thus leading to organizational learning as well as innovation in the organization. Career development may also help increase the quality of life or personal well-being since it leads to increased job satisfaction as well as self-fulfillment. Moreover, by ensuring that organizations are able to adapt easily and effectively, employees will become motivated to acquire such skills that will enable help them adjust to the dynamic environment, as stated by Sutcliffe & Vogus, 2003. Therefore, career development can aid organizational learning and knowledge management. As a result, organizational innovation and competitiveness will be enhanced.

Organizational learning and knowledge management are also responsible for improving innovation and competitiveness in organizations, according to Kane & Alavi, 2007. This is because organizational learning and knowledge management not only improve innovation and

competitiveness but also promote organizational citizenship behaviors such as helping others and volunteering. It is based on the premise that "organizational citizenship behavior is positively influenced by perceived organizational support through career development".

Other possible benefits of career development would include increased self-efficacy and confidence among employees due to their skill development and competence. For instance, Huang and Iun observe that when employees are provided with opportunities for development and growth, they would become autonomous and competent, thereby increasing self-efficacy and confidence. This might also result in increased motivation and employee participation in the activities performed at their workplace; therefore, there is likely to be an improvement in the level of productivity of the organization. Through career development, creativity and innovative qualities of employees may be increased since new skills and perspectives may be gained.

Moreover, career development may promote knowledge-sharing and cooperation which in turn would increase learning opportunities and innovations within the organization. In addition, through career development, the well-being of employees may improve along with their quality of life because the employees may gain job satisfaction due to career development.

As stated by Kane & Alavi, 2007, organizational learning and knowledge management lead to increased innovation and competitive advantage of organizations. They also foster the levels of organizational citizenship behavior in terms of voluntary acts and helping others. For instance, it has been mentioned that "perceived organizational support through career development may influence the organizational citizenship behavior positively".

According to Chen et al., 2015, career development leads to the increase in creativity and innovation of employees because of certain incentives to have new perspectives career development. This is due to the inductions that are formulated during this process, and this promotes learning and innovation in the organization. Lastly, career development can contribute to the enhancement of quality of life and wellbeing in terms of job satisfaction and fulfillment they receive from the work done. Career development could also contribute to the organizational adaptability and resilience because they will be able to adapt to any changes in the environment. Career development will also enhance organizational productivity and effectiveness in that employees can learn skills and competencies needed for the success of their organization.

Organizational productivity and effectiveness will be accomplished when the employee with growth and development experience increases his autonomy and competency. Gist & Mitchell, 1992 Further, career development is likely to contribute to employee commitment and motivation, hence boosting efficiency and productivity. As stated by Chen et al. (2015), career development endows employees with the ability to be more creative and innovative. Career development is also expected to result in satisfaction and fulfillment in jobs as a result of the development of new skills by the employees. More opportunities for development mean greater autonomy and competence, leading to job satisfaction and fulfillment. "A more positive career development climate means that employees are more likely to experience autonomy and competence, and that in turn increases job satisfaction and fulfillment," according to Huang & Iun.

Career development will also contribute to increased employee motivation, hence greater engagement, efficiency, and productivity. Career development has been suggested to contribute towards stimulating creativity and innovation on the part of employees since they get to learn new things. Finally, career development could foster knowledge sharing as well as collaboration in order to achieve organizational learning and innovation results. In addition to that, an ultimate effect of career development can be that employees will be provided with improved quality of life due to higher job satisfaction and fulfilled needs. Even though it is believed that the benefit from career development is considered as an individual's advantage, career development will yield organizational advantages too; as career development helps employees develop competencies and skills necessary for adaptation and resilience Sutcliffe & Vogus, 2003.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter shall include the research design, study population, sample size and sampling procedures, data types and data collection methods, validity and reliability of data collection tools, data analysis and interpretation.

3.1 Research Design

In conducting this study, I intend to adopt a cross-sectional survey design, whereby both qualitative and quantitative data will be obtained. The cross-sectional survey design will be adopted due to the nature of the study, where the opinions of various respondents from various departments of the bank will be required within one point in time. Although the study will focus on quantitative data, qualitative data will be obtained in order to triangulate data and draw conclusions.

3.2 Study Population

The target study population for this study will be 80 participants made up of top management, middle management, and lower management employees of Wakiso District Local Government.

3.3 Sample Size and Sampling Technique.

In the study, simple random sampling will be used to obtain the sample size of the study and also purposive sampling will be used to select respondents where necessary. The sample size of the study will be established using the Slovene's (1967) formula given a finite population and the degree of precision (reliability) desired by the study. The Slovene's formula states;

$$n = \frac{N}{1 + N(e)^2}$$

“n” is sample size, “N” is population, “e” is error (0.05) or level of confidence 95%

$$n = \frac{100}{1 + 100(0.05)^2}$$

= 80 Respondents.

n = 80

Using the formula above, a sample of 80 respondents will be obtained

Table 1: Table for determining sample size from a given population

Category	Population	Sample	Sampling technique
Top management	25	20	Purposive sampling
Middle management	33	25	Simple random sampling
Lower management	42	35	Simple random sampling
Total	100	80	

Source: Primary data, 2025

3.4 Sampling Techniques

3.4.1 Simple random sampling

Simple random sampling method will be utilized in the research to generate the sample size of the research. In the research process, simple random sampling technique will be employed to identify the respondents. Simple random sampling is a respondent selection technique that aims at minimizing bias. It is a probability sampling approach that involves the use of random selection of the first element for inclusion into the sample. Subsequent selections will continue at fixed intervals of time until the desired sample size is attained in the research process. It is a more reliable approach to sampling.

3.4.2 Purposive sampling

The respondents for the research will be chosen as per the attributes that they are believed to have and also due to their specific knowledge regarding the relationship between human resource management practices and conflict management. Purposive sampling is the most appropriate approach to use since it involves choosing participants having specific attributes.

3.5 Data collection instruments

The researcher will use questionnaires to obtain up-to-date information.

3.5.1 Questionnaire

This will be the major source of data collection. It will involve posing questions that are formulated in relation to the research objectives with an aim of obtaining genuine responses to the posed research questions. They will be distributed to the Management and Staff of the Wakiso District Local Government. Questionnaires will be selected because they are easy and convenient sources of collecting data from busy respondents.

3.6 Data Processing and Analysis

The response rate will be measured by tabulating the responses, percentages, and frequencies. This will be quite simple. Once the data will have been collected, the researcher obtained the percentages of the response rate. The response rate will then be tabulated in relation to the phenomenon. The researcher will then analyze the data in order to determine the level of effectiveness of the employee engagement in increasing productivity.

3.7 Reliability and Validity of the Instruments

3.7.1 Reliability

The issue of reliability in qualitative studies has not received much focus in methodological discussions. On the other hand, to make remarks on the reliability of another person's study has been seen as a taboo because it suggests that the researcher is incompetent (Kirk & Miller, 1986). Normally, qualitative interviews are considered reliable where the same person gathers and analyzes the collected data, which is the case here. In the current study, reliability of the instruments will depend on the extent to which the instrument is resistant and remains reliable in yielding consistent results when used several times to measure the same variable by a given entity.

3.7.2 Validity

Validity in qualitative interviews is attained through the relaxed conversational process in collecting information. Unlike structured survey interviews where the interviewer can limit interactions, the interviewer in qualitative interviews will have the chance to explain to each other what the conversation is all about. Validity in this case can be attained through making the research instruments available for scrutiny by the supervisor who approves their administration in the pilot survey. Content validity whereby the researcher will specify the indicators which are relevant to the concept being measured. The instruments will yield a CVI above 0.7 which is within the accepted ranges. Amin (2015) noted that a CVI of more than 0.7 implies that the tool is valid. Index (CVI) will be computed using the formula below. A representative sample of indicators will be selected from the domain of indicators of the concepts of the study variables using formula below;

$$\text{Content Validity Index (CVI)} = \frac{\text{The number of relevant questions.}}{\text{Total number of questions}}$$

Therefore, the items should be considered valid when CVI is greater than 0.7.

3.8 Ethical Consideration

The researcher has been issued with an introductory letter by the Department of Accounting and Finance of Kampala International University, which she will show to the management of Wakiso District Local Government. In addition, the researcher will be issued with a permission letter by the management of Wakiso District Local Government, which she will use to show the respondents. This will give her the authority to conduct this study. The researcher will also issue questionnaires to the intended respondents in the selected departments. The researcher will keep very high confidentiality during this process. Also, the introductions to the respondents will be made appropriately. The researcher will collect the responses from the questionnaire two days later and start compiling the report.

3.9 Limitations of the Study

Due to the nature of the study, the following are the main problems that are expected to arise in this study;

It may be very difficult for the researcher to acquire data and sufficient local research work on the relationship between Management and Financial Productivity in Wakiso District Local Government.

Some of the data acquired may be very sensitive and confidential in nature hence making it difficult to assess its effect on the productivity of the local governments.

Due to the fact that the employers are always busy at work, the researcher may find problems of non-response and delaying of the response.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

Findings, analysis, presentation, and interpretation of the study findings in relation to the study objectives.

4.1 Response rate

Questionnaires and interviews were used in data collection in this study. The study aimed at collecting information from 80 respondents, out of which 26 were management staff and 54 were non-management staff in the local government of Wakiso district. 99 questionnaires were distributed, 80 of which were answered and sent back, thus resulting in a 89.7% response rate. In line with the opinion presented by Mugenda & Mugenda (2003), a response rate of 50% is acceptable for analysis and presentation of the study results; 60% is good and 70% and above is excellent. The response rate obtained from questionnaires can thus be termed as excellent when compared to the recommended response rates.

4.1.1 Distribution of the Respondents by Gender

Gender was determined by the study in order to examine the distribution of the respondents in the local government of Wakiso district

Table 2: Gender of the Respondents

Gender	Frequency	Valid Percentages
Male	30	37.5
Female	50	62.5
Total	80	100.0

Source: Primary data 2026

Gender composition of the sample comprised of 37.5% males and 62.5% females. The females constituted a considerable number of the participants in the research since the Wakiso district

local government was following the Ugandan constitution of ensuring that there is at least one-third women representation in every institution.

4.1.2 Academic qualification of the respondents

The research aimed to determine the level of education of the participants and whether it influences organizational performance in Wakiso district local government

Table 3: Academic Qualification

Academic Qualification	Frequency	Valid Percentages
Masters	7	8.8
Phd	5	6.3
Diploma	32	40.0
Degree	12	15.0
Certificate	24	30.0
Total	80	100.0

Source: Primary data, 2026

It was found out that 8.8% had certificate level qualifications, 6.3% had diploma level qualifications, 40% had degree level qualifications, while 15% had master's degree level qualifications. Conclusion was made that most of the respondents had diploma level qualifications.

4.1.3 Rank and Level of Management of the Respondents

It was also intended to find out whether rank and level of management of the respondents affected organizational productivity in Wakiso district local government.

Table 4: Rank and Level of Management of the Respondents

Rank	Frequency	Valid Percentages
Top Management	16	20.0
Middle Management	43	53.8
Lower Management	21	26.2

Total	80	100.0
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Source: Primary data, 2026

In relation to the rank and management level, 20% were top managers, 26.2% were lower-level managers, and 53.8% were middle-level managers. It can be deduced that most of the respondents were middle managers because of their higher number. This is due to the fact that most employees enter the Wakiso District Local Government as middle managers.

4.1.4 Work Experience of the Respondents

This study sought to examine the work experience of the respondents to establish if it would influence organizational productivity in Wakiso district local government.

Table 5: Work Experience of Respondents

Work experience	Frequency	Valid Percentages
Less than 10 years	53	66.3
11-20 years	15	18.8
21-30 years	8	10.0
31 years and above	4	5.0
Total	80	100.0

Source: Primary data, 2026

Results showed that most of the respondents had the highest amount of work experience at 66.3%, while those having 11-20 years accounted for 18.8%. The percentage of respondents having 21-30 years' work experience was 10%, while that of respondents having work experience of 31 years and above was 5%. It was found out that most of the respondents had the highest work experience less than 10 years.

4.2 Presentation of the Main Findings

Here the researcher presents the findings of the research after data analysis on how leadership empowerment, communication channels, and career development influence organizational productivity in Wakiso district local government.

4.3 Communication channels and organizational productivity in Wakiso DLG

Table 6: Showing responses on the effect of communication channels on organizational productivity in Wakiso DLG

STATEMENT	Strongly disagree	Disagree	Not sure	Agree	Strongly agree	Total (%)
Effective communication channels ensure that employees clearly understand organizational goals, expectations, and policies, leading to increased enactment and productivity			08	70	22	100
Communication channels facilitate collaboration and teamwork among employees, departments, and leadership, driving innovation, creativity,				50	50	100
Transparent and regular communication through various channels builds trust among employees, reducing turnover, absenteeism, and improving overall job satisfaction				60	40	100
Established communication channels enable organizations to respond quickly and effectively to crises, minimizing damage and ensuring		4	6	55	35	100
Organizations that prioritize effective communication channels can differentiate themselves from competitors, attracting top talent, and driving business success through				70	30	100

Source: Primary data, 2026

From the results in table 6 concerning the impact of communication channels on organizational productivity in Wakiso DLG;

When the respondents were questioned on whether Effective communication channels ensure that employees clearly understand organizational goals, expectations, and policies, which in turn increases engagement and productivity, 22% strongly agreed, 70% agreed, and 8% were not sure.

When the respondents were questioned on whether Communication channels foster collaboration and teamwork among employees, departments, and leadership, fostering innovation, creativity, and decision-making, 50% strongly agreed, and 50% agreed with the statement.

When the respondents were questioned on whether Transparent and regular communication through various channels fosters trust among employees, decreasing turnover and absenteeism, 40% strongly agreed, while 60% of the respondents agreed. The answers obtained by asking if Established communication channels help organizations react appropriately to any crisis they may face, limiting the extent of the damage and maintaining business continuity were 35% strongly agree, 55% agree, 6% were unsure and 4% disagreed with the question.

The answers obtained after asking if Organizational efficiency and success through effective communication channels can make such an organization stand out among its competitors, attracting the best talents and motivating the staff were 30% strongly agree and 70% agree.

This shows the significant influence of the communication channel in organizational productivity in Wakiso District Local Government

4.4 Leadership empowerment and organizational productivity in Wakiso DLG

Table 7: Leadership empowerment and organizational productivity in Wakiso DLG

STATEMENT	Strongly disagree	Disagree	Not sure	Agree	Strongly agree	Total (%)
Empowered leadership fosters a sense of ownership and accountability among employees, leading to increased motivation, engagement, and	7	3	10	42	38	100
Empowered employees are more likely to make informed decisions, take calculated risks, and innovate, driving business growth and competitiveness			28	40	32	100
Empowered leadership leads to increased job satisfaction, reduced turnover, and improved retention rates, saving organizations time and				65	35	100
Empowered employees are more agile				82	18	100

and responsive to change, enabling organizations to adapt quickly to shifting market conditions and						
Empowered leadership encourages employees to go above and beyond their job descriptions, driving organizational citizenship behavior, and contributing to a positive work culture		3	7	52	38	100

Source: Primary data, 2026

From the results presented in table 7 regarding the effect of leadership empowerment on organizational productivity at Wakiso DLG, the following can be noted;

When the respondents were asked whether empowerment of leadership promotes a feeling of responsibility among employees, thus motivating them to perform better, 38% of the respondents strongly agreed, 42% agreed, 10% were undecided, and 3% disagreed while 7% strongly disagreed.

When the respondents were asked whether empowerment of employees enhances their ability to make sound decisions, take risks, and innovate thus promoting growth in organizations, 32% of the respondents strongly agreed, and 40% agreed, while 28% of the respondents were undecided. When the respondents were asked whether empowerment of leadership increases job satisfaction and lowers employee turnover in organizations, 35% of the respondents strongly agreed while 65% agreed. In asking the respondents on whether empowered employees are flexible and adaptive to changes thus allowing the organization to change quickly and be at par with its competitors based on market dynamics, 18% of the respondents strongly agreed while 82% of the respondents agreed.

In asking the respondents on whether empowered leaders encourage workers to do more than what is expected of them through organizational citizenship behavior which creates a good organizational environment, 38% of the respondents strongly agreed, 52% agreed, 7% were not sure and 3% disagreed.

For this particular research objective, it was realized by the researcher that leadership empowerment influences organizational productivity in the Wakiso district local government

4.5 Career development and organizational productivity in Wakiso DLG

Table 8: Career development and organizational productivity in Wakiso DLG

STATEMENT	Strongly disagree	Disagree	Not sure	Agree	Strongly agree	Total (%)
Opportunities motivate employees to learn, grow, and achieve their goals, leading to increased engagement and productivity	11.1	15.5	16.7	27.8	28.9	100
Career development leads to increased job satisfaction, as employees feel invested in their own growth and development, reducing turnover and absenteeism.	10.9	13.4	22..2	14.1	39.4	100
Career development programs upskill and reskill employees, driving business productivity, innovation, and competitiveness			16.7	32.1	51.7	100
Career development identifies and prepares future leaders, ensuring continuity, stability, and reduced recruitment costs	18.8	16.7	20	16.7	27.8	100
Career development demonstrates organizational commitment to employee growth, leading to increased loyalty, retention, and advocacy	5	3.3	15	45.6	31.1	100

Source: Primary data, 2026

It is clear from the table 8 above that, 56.7% of the respondents felt that career development opportunities motivate workers to learn and develop hence become more productive, 53.5% of the respondents felt that career development contributes to job satisfaction because of the involvement of the employees in their personal development thus resulting into less absenteeism and job rotation, 83.8% felt that career development programs upgrade the skills of the employees hence making the organization more productive through innovations and competition, 44.5% felt that career development helps in identifying the future leaders of the firm hence

ensuring stability and saving cost on recruitment while 76.7% felt that career development is a sign of organizational commitment hence makes the employees loyal to the organization.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter highlights the discussions, conclusions and recommendations made based on the study findings in the previous chapter.

5.1 Discussion of the findings

5.1.1 Communication channels and organizational productivity

From the results of this study, it can be seen that communication channels affect organizational productivity at Wakiso DLG. The results support those of Kasera (2017), whereby the presence of constant feedback made it easy for people to be more engaged in their activities. Open communication channels also helped in creating trust and teamwork among employees, which in turn resulted in effective working groups with positive work environment. It was observed that when channels of communication were effective, there was low turnover rate and absenteeism among workers. From the findings, effective channels of communication were an important factor in enhance employee engagement. Second, it was found out that publishing of information timely through different channels increased the efficiency of employees and the organization at large.

Third, the second finding from the study was that open channels of communication had facilitated the sharing of knowledge and expertise by employees. As a result, it leads to better ways of making decisions and solving problems. In this research, it was found out that effective communication channels were very instrumental in increasing the responsiveness of the organization to any changes. Finally, the study confirmed that the communication channels contributed greatly to the establishment of a culture of transparency and accountability within the organization.

5.1.2 Leadership empowerment and organizational productivity

According to the results, the study proved that the effect of leadership empowerment affects the productivity of the organization in Wakiso DLG. The finding is consistent with Welch & Jackson, (2007) where it was indicated that people become motivated and exhibit involvement when their leaders empower them. The individuals who are empowered are motivated and committed. Moreover, it was evident that the empowerment of leadership had created more cooperation and trust among the workforce creating a better and cordial work environment. In this case, the results indicated that with leadership empowerment, the problems of turnover and absenteeism will be significantly reduced.

5.1.3 Career development and organizational productivity

According to the findings of this study, career development affects organizational productivity in Wakiso DLG. This is consistent with Nalwanga, (2015), in which it was asserted that career development facilitates the transfer of expertise within a firm. As a consequence, there The second benefit is better decision-making and problem-solving skills. Some other major findings of this study are that career development has increased the responsiveness of the organization to its surroundings. Another important finding was that career development has fostered innovation and created a culture of continuous learning. This study elaborated on how career development plays an important role in accomplishing the organizational objectives and goals. Through career development, organizations get a competitive edge.

5.2 Conclusions

5.2.1 Communication channels and organizational productivity

In the case of Wakiso DLG, Effective communication channels will play a crucial role in helping organizations achieve their goals and objectives, adopting a culture of transparency and accountability and developing a competitive advantage. This result has practical significance on practitioners and policymakers in recognizing the significance of effective communication channels in improving employee engagement and productivity. This will help leverage effective communication channels in tapping into the potential of employees to improve organizational performance.

5.2.2 Leadership empowerment and organizational productivity

In Wakiso DLG, Leadership empowerment created an environment of trust, collaboration, and innovation that translated into job satisfaction and reduced turnover intentions along with efficiency. In addition to this, leadership empowerment played a role in helping organizations achieve their goals and objectives, create a culture of transparency and accountability, and develop a competitive advantage.

5.2.3 Career development and organizational productivity

Career Development, in Wakiso DLG, led to a feeling of development and mobility among the employees hence making them feel satisfied with their work and less likely to leave, resulting in productivity increases. In addition, career development helps in understanding how organizations may attain their objectives and goals, creating innovation and fostering continuous learning, and competitive advantage.

5.3 Recommendations

5.3.1 Communication channels and organizational productivity

The leaders at Wakiso DLG should foster effective and transparent communication within the organization. Technology should also be effectively used to ensure that good communication takes place through social networking and mobile applications. Moreover, channels of communication should be flexible for the employees regarding the aspect of language and accessibility.

5.3.2 Leadership empowerment and organizational productivity

There should be motivation for the leaders at Wakiso DLG to empower workers in skill ownership and development via decision making. There should also be provision for development and training associated with leadership and management skill and communication. It is essential also to reward leaders whose behavioral predisposition is to empower others.

5.3.3 Career development and Organizational Productivity

Wakiso DLG should ensure that opportunities for training, mentorship, and growth are available for its workers. An organization should have a career development program that helps acquire skills, knowledge, and competence. The organization should provide opportunities for its workers to take up new challenges and new responsibilities.

5.4 Limitations of the study

The researcher had difficulties accessing financial resources, especially for data gathering activities. This was overcome by borrowing from some friends. Some of the respondents refused to provide relevant information about the organization. This was overcome by informing the respondents that the research was for academic purposes.

5.5 Suggestions for further research

The study recommends further research to be conducted to determine the effect of HR management practices on financial productivity among the commercial banks in Uganda. The study will bring closer the financial effect of HR management practices on the overall productivity of commercial banks in Uganda.

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APPENDICES

Appendix 1: Questionnaire

Dear Respondent,

I, **Awidi Maria Ayoo**, a student at Uganda Christian University, I am carrying out a study on “**the impact of employee engagement on organizational productivity, case study of Wakiso district local government**”. The study will be used for purely academic purposes. All information will be treated with strict confidence. Do not put any name or identification on this questionnaire. Answer all questions as indicated by either filling in the blank or ticking the option that applies. Section

A: Background Information

1. Gender: Male ☐ Female ☐

2. Age category: 21 – 34 years ☐ 35 – 44 years ☐ 45 – 54 years ☐ Over 55 years ☐

3. Education level: PhD ☐ Master’s degree ☐ Bachelor’s degree ☐ Diploma ☐

Other, please specify.....

4. How long have you worked in this company? Less than 1 year ☐ 1 – 2 years ☐ 2 – 3 years ☐
Over three years ☐

SECTION A

The impact of communication channels on organizational productivity in Wakiso district local government

KEY

1. Strongly Agree (SA)

2. Agree (A)

3. Not sure (NS)

4. Disagree (D)

5. Strongly Disagree (SD)

		1	2	3	4	5
1	Effective communication channels ensure that employees clearly understand organizational goals, expectations, and policies, leading to increased enactment and productivity					
2	Communication channels facilitate collaboration and teamwork among employees, departments, and leadership, driving innovation, creativity,					
3	Transparent and regular communication through various channels builds trust among employees, reducing turnover, absenteeism, and improving overall job satisfaction					
4	Established communication channels enable organizations to respond quickly and effectively to crises, minimizing damage and ensuring					
5	Organizations that prioritize effective communication channels can differentiate themselves from competitors, attracting top talent, and driving business success through					

SECTION B

The impact of leadership empowerment on organizational productivity in Wakiso district local government

KEY

1. Strongly Agree (SA)

2. Agree (A)

3. Not sure (NS)

4. Disagree (D)

5. Strongly Disagree (SD)

		1	2	3	4	5
1	Empowered leadership fosters a sense of ownership and accountability among employees, leading to increased motivation, engagement, and					
2	Empowered employees are more likely to make informed decisions, take calculated risks, and innovate, driving business growth and competitiveness					
3	Empowered leadership leads to increased job satisfaction, reduced turnover, and improved retention rates, saving organizations time and					
4	Empowered employees are more agile and responsive to change, enabling organizations to adapt quickly to shifting market conditions and					
5	Empowered leadership encourages employees to go above and beyond their job descriptions, driving organizational citizenship behavior, and contributing to a positive work culture					

SECTION C

The impact of Career development on organizational productivity in Wakiso district local government

KEY

1. Strongly Agree (SA)

2. Agree (A)

3. Not sure (NS)

4. Disagree (D)

5. Strongly Disagree (SD)

		1	2	3	4	5
1	Opportunities motivate employees to learn, grow, and achieve their goals, leading to increased engagement and productivity					
2	Career development leads to increased job satisfaction, as employees feel invested in their own growth and development, reducing turnover and absenteeism.					
3	Career development programs upskill and reskill employees, driving business productivity, innovation, and competitiveness					
4	Career development identifies and prepares future leaders, ensuring continuity, stability, and reduced recruitment costs					
5	Career development demonstrates organizational commitment to employee growth, leading to increased loyalty, retention, and advocacy					