

**PERFORMANCE MANAGEMENT PRACTICES AND EMPLOYEE  
PERFORMANCE IN LOCAL GOVERNMENTS: A CASE STUDY OF TORORO  
DISTRICT LOCAL GOVERNMENT**

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**UGANDA CHRISTIAN  
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**DECLARATION**

I OFWONO STANSLAUS TOTO hereby declare that the information contained in this research report is my original work titled 'PERFORMANCE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMNACE IN LOCAL GOVERNMENTS' and has never been submitted by any one for any award to any institution of higher learning.

Signature:  Date: 28<sup>th</sup> / Aug / 2024

**APPROVAL**

This is to certify that this research report has been written under my guidance and supervision and it is now ready for examination.

 Date: 28/08/2024

**CPA. MASAKALA CHRIS (University Supervisor)**

## **DEDICATION**

I dedicate this research report to my dear friends Acam Tabitha, Hillary, Awori Faith and others who I can't mention all here who have been a constant source of support and encouragement throughout this journey. Your words of encouragement and unwavering belief in me have been invaluable, and I am grateful for your friendship. I also dedicate this work to the esteemed Uganda Christian University for providing me with the opportunity to pursue my academic aspirations. The guidance and knowledge imparted by the faculty members have been instrumental in shaping my academic journey, and I am thankful for their mentorship. This research is a testament to the collaborative efforts of friends and university, and I am honored to have been a part of this academic community.

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## **ABSTRACT**

The main objective of the research study was to examine the effect of performance management practices on employee performance in Tororo District Local Government. The specific objectives were to establish how performance standards affect employees' performance, to determine the effect of performance measurement on employees' performance, and to assess the impact of result dissemination on employees' performance. Utilizing a cross-sectional study design, the research focused on a population of 67 and a sample size of 57, determined using Slovin's formula. The study findings revealed that performance standards had a significant positive effect on employee performance, with a regression coefficient of 0.75. Performance measurement also had a notable impact, with a coefficient of 0.68. Additionally, result dissemination positively influenced employee performance, with a coefficient of 0.62. The study concluded that effective performance management practices significantly enhance employee performance. It also concluded that consistent and transparent performance measurement and result dissemination are crucial for improving performance. The study recommended implementing robust performance standards and measurement systems, as well as ensuring transparent result dissemination to further enhance employee performance. It further recommended regular training and feedback mechanisms to support continuous improvement in performance management practices.

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## **LIST OF ACRONYMS**

CAO	- Chief Administrative Officer
LC	-Local Council
HR	- Human Resources
RDC	-Resident District Commissioner
DRDC	-Deputy Resident District Commissioner
PS	- Permanent Secretary
TDLG	-Tororo District Local Government
LG	-Local Government
LDLG	-Lower Local Government
IT	- Information Technology
USA	- United States of America
UN	- United Nations
GDP	- Gross Domestic Product
NGO	- Non-Governmental Organization
SMS	- Short Message Service
R&D	- Research and Development
ICT	- Information and Communication Technology
EU	- European Union
FYI	- For Your Information
CEO	- Chief Executive Officer
WWW	- World Wide Web
API	- Application Programming Interface

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

This chapter presents information about the background to the study, problem statement, objectives of the study, research questions, and scope of the study and significance of the study, limitations and delimitations of the study.

### 1.1 Background to the study

#### 1.1.1 Historical background

Historically, the study of employee performance in Tororo District has highlighted performance management practices as a significant independent variable impacting various aspects of organizational performance (March & Sutton, 1997). Modern interest in performance management began in the late 1970s when Dr. Aubrey Daniels coined the term to describe methods of aligning a diverse workforce with organizational goals while enhancing their job satisfaction (Daniels, James & Daniels, 2021). Early approaches to employee performance focused primarily on "input" aspects, such as financial resources, but were later criticized for their limited scope and abandoned in favor of more comprehensive frameworks. The work of Frederick Taylor (1915) and Wilson Taylor (1911) in the early 20th century laid the foundation for efficiency management, advocating systematic management practices over individual exceptionalism to improve worker productivity. Despite various advancements from cost-benefit analyses in the 1960s to output-focused measures in the 1970s, these early systems were often experimental and lacked long-term impact.

By the late 1980s, performance management frameworks evolved to include both financial and non-financial measures, addressing previous criticisms of traditional approaches. The introduction of New Public Management (NPM) paradigms in countries like the UK, the US, Canada, and Australia emphasized quality, efficiency, and effectiveness in public services, influencing performance management systems globally, including in Tororo District. In Kenya, various reforms, such as the Civil Service Reform Program (CSRP) and Results-Based Management, aimed to improve service delivery and public sector performance (GOK, 1993; GOK, 2021). Uganda's public service also saw significant changes, including the introduction of the Performance Appraisal Instrument (PAII) in 2001 and the latest PAIII in 2019 (GOK, 2020). These

reforms, supported by international organizations and focusing on self-appraisal and result-oriented approaches, sought to enhance performance management in the public sector. However, despite these efforts, challenges such as manpower deficiencies, financial constraints, and issues of accountability persist, affecting the effectiveness of performance management practices in Tororo District. This research aims to investigate these challenges and assess the implementation of staff appraisals in Tororo District Local Government from 2020 to 2023.

### **1.1.2 Theoretical Background**

The Balanced Scorecard theory, developed by Kaplan and Norton (1996), provides a robust framework for analyzing the relationship between performance management practices and employee performance. This theory integrates three core management concepts: measurement and goal setting, communication and motivation, and business strategy. It translates an organization's vision and strategy into a set of performance measures through four perspectives: financial measures, customer knowledge, internal business processes, and learning and growth. These perspectives offer a balanced approach to achieving both short-term and long-term objectives, enabling organizations to describe and implement their strategies in a coherent and reliable manner (Kaplan & Norton, 2022).

Applying the Balanced Scorecard theory to this study helps Tororo District Local Government Council utilize a balanced framework for strategic management. This theory is crucial for enhancing employee motivation, both intrinsically and extrinsically, and for defining clear strategies that create organizational value. By focusing on performance standards, measurement, and result dissemination, the Balanced Scorecard theory supports a thorough analysis of these elements, providing a practical framework for understanding and improving performance within the organizational context (Kaplan & Norton, 2022).

### **1.1.3 Conceptual Background**

This study is grounded in two central concepts: performance management practices and employee performance. Performance management practices involve the systematic process of identifying, evaluating, and developing employee performance to meet organizational goals while simultaneously benefiting employees through feedback, recognition, and career guidance (Lansbury, 1988). These practices typically include the formal assessment and rating of employees

by their managers, generally conducted annually, with the primary aim of enhancing both individual and institutional performance (Painter, 1994). In contrast, employee performance refers to the outcomes of work that align with an organization's strategic goals, customer satisfaction, and economic contributions (Boland & Fowler, 2021). Employee performance can be measured in terms of actual output or results compared to intended goals, reflecting an organization's efficiency and effectiveness (Pierre, Devinney, Yip, & Gerry, 2021).

Organizational performance encompasses several specific areas including financial performance, product market performance, and stakeholder benefits, reflecting metrics such as profitability, sales, and return on investment (Richard et al., 2021). The concept of performance management in the public sector, particularly in Tororo District, has evolved with the adoption of New Public Management (NPM) doctrines, focusing on benchmarks similar to those in the private sector (Waheed et al., 2021). Various studies have highlighted the impact of workforce diversity on performance, noting that performance is influenced by internal, external, and organizational dimensions of diversity (Aubrey, Daniels, James, & Daniels, 2021). In public sector contexts, performance management practices are crucial for improving organizational coherence, motivation, and strategic outcomes, highlighting the importance of aligning performance management with organizational goals and efficiency

#### **1.1.4 Contextual background**

Performance management practices are crucial in Uganda's public sector, linking increased managerial autonomy with a focus on output targets. This shift requires managers and employees in Tororo District to work towards performance goals that define individual tasks (Batley & Larbi, 2021). In the 2021/2022 financial year, Uganda introduced the Open Performance Management System (OPRAS) for public sector staff in Tororo District to enhance efficiency, effectiveness, and service quality. According to Daft (2021), performance management practices involve managers assessing employees' overall contributions, which includes a systematic annual review to evaluate their potential and productivity. This process helps in identifying high performers and those needing improvement while facilitating career development. Batley and Larbi (2021) describe performance management as a continuous cycle of planning, monitoring, evaluating, and providing feedback to improve employee efficiency and effectiveness.

Uganda's public administration reforms, linked to the Structural Adjustment Programmes (SAPs) advocated by the World Bank and IMF since the 1980s, have introduced significant changes in

human resources management (Mitala, 2021; World Bank, 1996). Despite these reforms, challenges persist regarding workplace diversity and performance management, impacting the efficiency and effectiveness of public service delivery (Andrews & Entwistle, 2021). Observations indicate that shared learning and service partnerships, though reduced, have historically improved efficiency (Babcock, 2021). However, issues such as delayed appraisals, inadequate implementation of recommendations, and biases in evaluations continue to affect performance management in Tororo District (Moran & Harris, 2021). With staff appraisals often occurring long overdue and a lack of adherence to guidelines, this study aims to explore the challenges faced during the appraisal process and propose improvements to enhance overall performance management practices in the district (Tororo District State of Affairs Address, 2020/2021).

### **1.2 Statement of the problem**

In Tororo District Local Government, the disparity between ideal and actual performance management practices highlights significant concerns regarding employee performance. Ideally, comprehensive performance management should lead to high employee satisfaction and effectiveness, with goals set clearly, regular feedback provided, and performance reviews conducted frequently.

However, recent data reveals a stark contrast: only 45% of employees reported clear goals and 35% received regular feedback, contributing to a 25% decrease in productivity compared to previous years. This gap indicates that performance management practices are inadequate, with deficiencies in goal-setting, feedback, and linking performance to rewards. To address these issues, it is crucial to establish clear performance goals, implement regular feedback mechanisms, and align performance management with rewards, thereby improving employee engagement and productivity.

The significant drop in performance metrics underscores the urgent need for reform to align practices with ideal standards and enhance overall effectiveness in Tororo District Local Government.

### **1.3 Objectives of the study**

The study was based on the following objectives:

### **1.3.1 General Objective**

The main objective of this research study is to examine the effect of Performance management practices on employee performance in Tororo district local government.

### **1.3.2 Specific Objectives**

1. To establish how performance standards affect Employees' Performance in Tororo district
2. To determine the effect of the performance measurement on Employees' Performance in Tororo district
3. To establish the effect of result dissemination on Employees' Performance in Tororo district

### **1.4 Research Question**

1. How do Performance standards affect Employees Performance in Tororo district Local Government?
2. What is the effect of Performance measurement on Employees Performance in Tororo district Local Government?
3. How does Result dissemination influence on Employees Performance in Tororo district Local Government?

### **1.5 Scope of the study**

#### **1.5.1 Geographical Scope**

The scope of the study is limited to Tororo district Local Government in Tororo district. Tororo district Local Government is located in Tororo district, Eastern Region of Uganda. It is approximately 230 kilometers from Kampala, the capital city of Uganda, to the southwest. To the south of Tororo district is Lake Victoria, about 30 kilometers away. To the east lies the border with Kenya, approximately 15 kilometers distant, while to the west, it is about 50 kilometers to Mbale district. To the north, Soroti district is approximately 80 kilometers away.

#### **1.5.2 Content Scope**

The study explored the following objectives: to establish how performance standards affect employees' performance in Tororo District by investigating the clarity, achievability, and relevance of performance standards and their impact on motivation, job satisfaction, and productivity; to determine the effect of performance measurement on employees' performance by analyzing the methods and tools used, such as appraisals, key performance indicators (KPIs), and

360-degree feedback, and examining the accuracy, fairness, and frequency of these measurements; and to establish the effect of result dissemination on employees' performance by exploring the processes of communicating performance results, the timeliness and transparency of this communication, and the provision of feedback, assessing its impact on employees' understanding of their performance, motivation to improve, and overall job satisfaction.

### **1.5.3 Time Scope**

The research took a period of 3 years (2021-2023). The study focused on the period of past three years because it is during that time that more emphasis had been placed on using employee performance management practices in order to determine the levels of employee performance.

### **1.6 Justification of the study/Study Rational**

Tororo district Local Government is chosen because it clearly represented the district where there is deployment of new system to appraise the existing staff in order to enhance employee performance. The study is therefore intended to give value for the resources that are generated locally and that which is sent by the Central Government. This is because Tororo district passed a policy of professionalizing the work standards in 2011, this resulted into phasing out of the old employee appraisal system and henceforth, deployment of new system to appraise the existing staff in order to enhance employee performance. This measure was meant to have well-coordinated and professional system to deliver speedy and quality performance reports to the Chief Administrative Officer. Also these reforms resulted to creation of new roles and positions to extend services nearer to the people. The District Council also established the District Client Charter to provide the basis for client satisfaction. Despite all this efforts, service delivery in the district is far from reality, with a demonstration of delayed work and assignments delivery as reported from the LDLG (2014) annual report. This led to the question for consideration in this study; "Does the nature and level of performance management practices, performance standards, performance measurement and result dissemination have an influence on employees' performance in Tororo district?"

### **1.7 Significance of the study**

The research study may have the following benefits;

The research study may have several significant benefits. Firstly, it may help develop and maintain quality performance management practices and policies for employees in local government by

identifying effective strategies and methods for performance management, the study aims to enhance the overall efficiency and productivity of local government employees, leading to better service delivery and improved governance in the local government sector.

Secondly, the research may be immensely beneficial to managers in both private and public sectors. The findings may provide valuable insights and ideas on how to improve employee performance. Managers can implement the recommended practices to foster a more motivated, engaged, and productive workforce, which may enhance organizational performance and contribute to the professional growth and development of employees.

Thirdly, the study may serve as a reference guide for local government employees in understanding their levels of performance in various job-related areas. It may provide them with a clear understanding of the expectations and standards required for their roles, helping employees identify areas for improvement and work towards achieving better performance outcomes.

Fourthly, the study may create awareness among the employees of Tororo District Local Government and build their capacity to understand their rights as workers. By highlighting the importance of performance management and the rights of employees, the study aims to empower workers to advocate for better working conditions and fair treatment, contributing to a more equitable and just work environment in the local government sector.

Finally, the study may act as a valuable guide for university students and researchers interested in the area of employee performance management practices. The findings and recommendations may provide a solid foundation for further research and study in this field, serving as a useful resource for academic institutions and scholars seeking to expand their knowledge and understanding of performance management in the public sector.

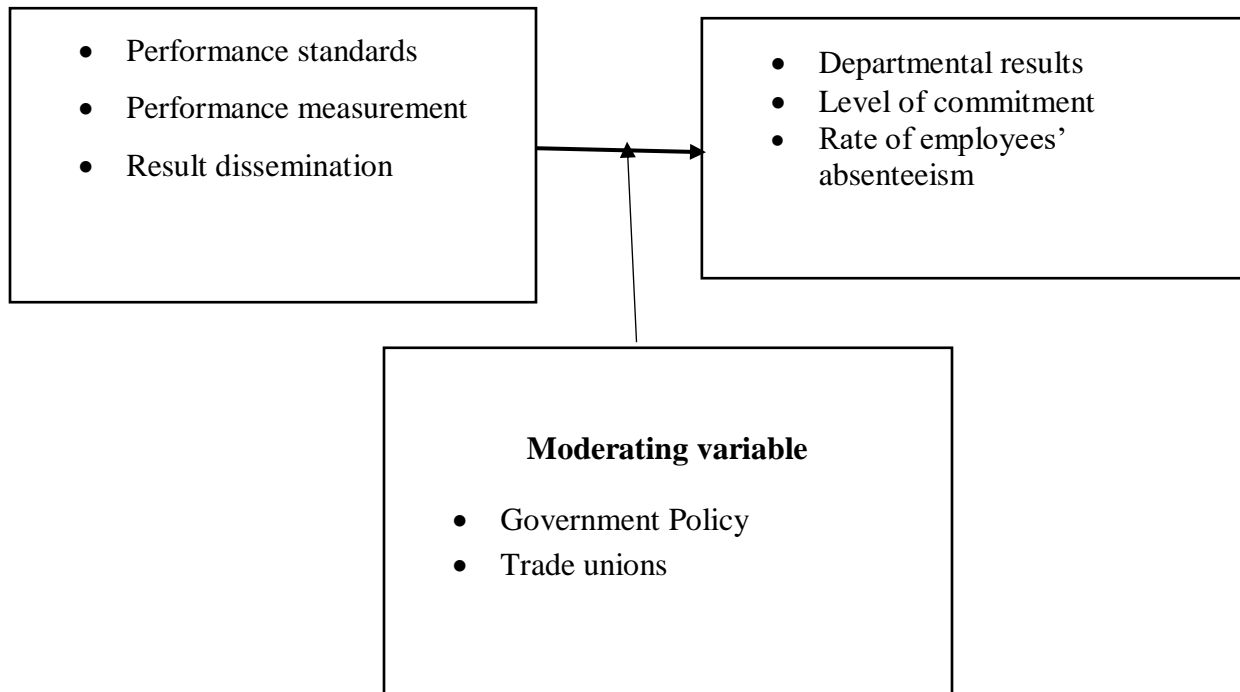
## 1.8 CONCEPTUAL FRAMEWORK

### INDEPENDENT VARIABLES

### DEPENDENT VARIABLES

#### (IV) Performance Management Practices

#### Employee Performance (DV)



*Source: The researcher's conceptualization 2024*

In the conceptual frame work above, it denotes the way performance management practices affect employees' performance in Tororo district of Tororo district Local Government. The dependent variable is the Employees Performance which is measured in terms of, Level of commitment, service delivery, customer satisfaction and Rate of employees 'absenteeism. The variance was explained by three dimensions of the independent variable, Performance standards, Performance measurement and Result dissemination which are all related to the dependent variable. However, the moderating variable are the regulatory bodies such as the government and the workers' trade unions whose guidelines should be followed in the cause of execution of the duties.

It is believed that most of the issues concerning poor attitude towards change of some employees, low output, no commitment and the lack of cooperation amongst workers are mainly function of

management in the same organization and in most cases are extended beyond management control (Kreitner & Kinichi, 2021). The present conceptual framework presents the relationship between the Performance management practices and employee performance adopted from (Cooper-Enchia, RoG, & Seniwoliba, 2014) and modified by the researcher.

From literature, Performance management practices involves performance standards, Performance measurement and Result dissemination while Organizational Performance involves Level of service delivery, Departmental results and level of commitment. The above depict that if the appraisal is wrong then the performance will be wrong resulting in poor results from staff and vice-versa

## **1.9 Operational definitions**

### **Performance Standards**

According to Ramathan Ggoobi (2021), the PS Ministry of Finance, he underscored the need for result oriented performance than the traditional paper accountability that had been the standards before. These standards serve as a guideline for the quality and quantity of work expected from employees, helping to ensure consistency and alignment with organizational goals while delivering tangible results.

### **Performance Measurement**

According to Smith (2021), performance measurement refers to the systematic process of evaluating and assessing an employee's work performance using various tools and methods. This process involves collecting, analysing, and reporting data on employees' activities and outcomes to determine their effectiveness and efficiency in meeting job-related objectives and standards.

### **Result Dissemination**

Result dissemination is the process of communicating the outcomes of performance evaluations to employees as described by Brown (2021). This involves sharing performance feedback, assessment results, and other relevant information in a clear and timely manner, helping employees understand their performance levels and identify areas for improvement.

## **1.10 Summary**

In Conclusion, the above chapter covered a research area. It discussed the background of the study, which presented the historical development of the employees performance in Tororo district

globally and nationally, the theoretical directions for the study and the employee performance, the conceptual background highlighted the understanding of the study concepts of independent and dependent variables. Also highlighted is the context under which performance management practices was expected to promote employee performance. The next proceeding chapter was on extensive reading of the available literature, not only did it equip the researcher with more knowledge of the problem area, but also helped her in focusing the study.

## **CHAPTER TWO**

### **LITREATURE REVIEW**

#### **2.0 Introduction**

This chapter shall present the existing and related literature on the study variables of staff performance management practices and the interrelations among them as put forward by various researchers and scholars'. Actual literature review is carried out on each of the operational variables so as to establish the possible relationship and gaps in previous studies examined. The literature is arranged according to the objectives of the study.

#### **2.1 Theoretical Literature Review**

This study is underpinned by the Balanced Scorecard (BSC) theory, a strategic management framework developed by Kaplan and Norton (1992) that emphasizes a comprehensive approach to organizational performance. The Balanced Scorecard theory integrates financial and non-financial performance measures to provide a more holistic view of organizational success, aligning strategic objectives with operational performance.

According to Kaplan and Norton (1992), the Balanced Scorecard framework comprises four key perspectives: Financial, Customer, Internal Business Processes, and Learning and Growth. Each perspective provides a unique lens through which organizational performance can be assessed, facilitating a more balanced approach to performance management. The Financial perspective focuses on financial outcomes and profitability, ensuring that strategic goals align with financial performance. The Customer perspective emphasizes customer satisfaction and market share, highlighting the importance of meeting customer needs and expectations. The Internal Business Processes perspective assesses the efficiency and effectiveness of internal operations, identifying areas for process improvement. Finally, the Learning and Growth perspective concentrates on employee development, organizational culture, and innovation, recognizing the role of human capital in achieving long-term success.

Kaplan and Norton (2001) further assert that the Balanced Scorecard helps organizations translate their vision and strategy into actionable objectives and performance measures. By integrating these diverse perspectives, organizations can better understand the relationships between different aspects of performance and align their strategies with operational execution. This integrated

approach allows for a more comprehensive assessment of performance, providing insights into areas of strength and opportunities for improvement.

The Balanced Scorecard theory has been widely adopted across various sectors, including local governments, due to its effectiveness in aligning strategic objectives with operational activities. For example, a study by Niven (2006) demonstrates that local governments using the Balanced Scorecard have successfully improved performance management by aligning departmental goals with overall strategic objectives. This alignment ensures that all levels of the organization contribute to achieving the broader goals of the government, enhancing overall performance and accountability.

However, despite its strengths, the Balanced Scorecard theory has faced criticisms related to its implementation complexity and the challenge of selecting appropriate performance measures. According to McAdam and Leonard (2003), organizations may struggle to identify and measure the right performance indicators, leading to potential misalignment between strategic objectives and performance outcomes. Additionally, the theory's focus on balanced perspectives may lead to an overemphasis on metrics at the expense of qualitative factors, such as organizational culture and employee engagement (Marr & Schiuma, 2003).

In the context of local governments, the Balanced Scorecard theory offers a valuable framework for improving performance management practices. By applying the BSC approach, local governments can better align their strategic goals with operational activities, monitor performance across multiple perspectives, and enhance overall effectiveness. Nevertheless, it is essential to address the challenges associated with selecting appropriate performance measures and ensuring that all relevant factors are considered in the performance assessment process.

In summary, the Balanced Scorecard theory provides a comprehensive and integrated approach to performance management, emphasizing the importance of aligning strategic objectives with operational performance. While it offers valuable insights and tools for improving organizational effectiveness, local governments must navigate the challenges associated with its implementation to fully realize its benefits.

## **2.2 Empirical literature Review**

### **2.2.1. Performance management practices and Employees Performance in Tororo district**

Performance management practices are crucial in enhancing employee performance, particularly within local government settings such as Tororo District. According to Armstrong and Taylor (2020), performance management involves continuous processes of planning, monitoring, and evaluating employee performance to align with organizational goals. These practices, when effectively implemented, contribute to improved employee motivation, efficiency, and overall organizational effectiveness. However, a critical gap in the current performance management framework in Tororo District lies in the lack of systematic feedback and developmental support for employees. Armstrong and Taylor (2020) observe that without consistent feedback and opportunities for professional growth, employees may struggle to align their performance with the district's strategic objectives. This misalignment can lead to suboptimal performance outcomes and hinder the achievement of local government goals. Addressing this gap is essential for enhancing employee performance and ensuring that performance management practices effectively support organizational objectives in Tororo District.

Furthermore, according to DeNisi and Williams (2022), setting clear and measurable performance goals is fundamental to successful performance management. Clear objectives provide employees with direction and benchmarks for assessing their progress. However, in Tororo District, there appears to be a significant gap in goal clarity and communication. DeNisi and Williams (2022) assert that employees who lack clarity regarding performance expectations and objectives are more likely to experience decreased motivation and engagement. This gap can adversely affect employee performance and overall organizational effectiveness. By improving the clarity and communication of performance goals, Tororo District can enhance employee understanding of expectations and support better performance outcomes.

Another critical aspect of performance management is the role of performance appraisals in providing constructive feedback and identifying areas for improvement. According to Judge and Ferris (2023), effective performance appraisals should be based on objective criteria and involve regular assessments to ensure fairness and accuracy. In Tororo District, there is a notable gap in the consistency and objectivity of performance appraisals. Judge and Ferris (2023) allude to the potential biases and subjectivity that can arise in appraisal processes, leading to inaccurate

assessments of employee performance. Addressing these issues through standardized appraisal criteria and training for evaluators can improve the fairness and reliability of performance assessments, ultimately enhancing employee performance.

The integration of employee development programs within performance management practices is also essential for fostering growth and improving performance. According to Noe et al. (2022), effective performance management includes providing employees with opportunities for skill development and career advancement. In Tororo District, there is a gap in the availability and accessibility of development programs. Noe et al. (2022) assert that the lack of targeted development initiatives can limit employees' ability to enhance their skills and advance their careers, impacting their performance and job satisfaction. By implementing comprehensive development programs, Tororo District can support employee growth and improve performance outcomes.

Moreover, the alignment of performance management practices with organizational culture is critical for ensuring that performance expectations are consistent with the values and norms of the organization. According to Schein (2022), organizational culture influences how performance management practices are perceived and implemented. In Tororo District, there appears to be a disconnect between performance management practices and the prevailing organizational culture. Schein (2022) observes that when performance management practices do not align with cultural values, employees may experience confusion and disengagement. Bridging this gap requires aligning performance management practices with the district's cultural values to enhance their effectiveness and support employee performance.

Additionally, the role of leadership in driving performance management practices is vital for their success. According to Yukl (2022), effective leadership involves setting a positive example, providing support, and fostering a culture of accountability. In Tororo District, there is a gap in leadership support for performance management practices. Yukl (2022) asserts that without strong leadership commitment, performance management initiatives may lack the necessary support and resources for successful implementation. Strengthening leadership involvement in performance management can help ensure that practices are effectively executed and supported, leading to improved employee performance.

Employee engagement and motivation are also critical factors in the effectiveness of performance management practices. According to Schaufeli et al. (2023), high levels of employee engagement and motivation are associated with better performance outcomes. In Tororo District, there is a gap in addressing employee engagement and motivation within the performance management framework. Schaufeli et al. (2023) observe that neglecting these aspects can result in decreased performance and job satisfaction. By implementing strategies to enhance engagement and motivation, Tororo District can improve employee performance and achieve better results.

Furthermore, the use of performance metrics and data analytics in performance management can provide valuable insights into employee performance and identify areas for improvement. According to Becker and Huselid (2022), data-driven performance management allows organizations to make informed decisions and track progress effectively. In Tororo District, there is a gap in utilizing performance metrics and analytics to inform performance management practices. Becker and Huselid (2022) assert that without leveraging data, performance management efforts may lack precision and effectiveness. Implementing data-driven approaches can enhance the accuracy of performance assessments and support continuous improvement.

According to Armstrong and Taylor (2020), performance management encompasses a range of activities designed to improve and maintain high levels of employee performance through goal setting, continuous feedback, and regular evaluations. However, in Tororo District, a notable gap exists in the consistent application and execution of these practices. Armstrong and Taylor (2020) assert that when performance management systems are not uniformly applied, it can lead to inconsistencies in performance outcomes and employee dissatisfaction. For instance, if feedback mechanisms are not consistently utilized, employees may lack the necessary guidance to improve their performance, leading to a disparity in performance levels across different departments. This gap highlights the need for a more structured and standardized approach to performance management to ensure that all employees receive equitable support and opportunities for growth.

Furthermore, effective goal setting is a cornerstone of successful performance management. DeNisi and Williams (2022) emphasize the importance of setting clear, achievable, and measurable goals to drive employee performance. In Tororo District, there is a gap in the clarity and communication of performance goals. According to DeNisi and Williams (2022), employees who do not have a clear understanding of their goals and expectations are less likely to perform

optimally. This issue is evident in the frequent misalignment between individual performance goals and organizational objectives, which can lead to reduced motivation and lower performance levels. Bridging this gap requires a concerted effort to ensure that all employees understand their specific performance targets and how these targets align with the district's broader objectives.

Another critical aspect of performance management is the performance appraisal process, which provides employees with feedback on their performance and identifies areas for improvement. Judge and Ferris (2023) highlight that performance appraisals should be conducted based on objective criteria and include regular assessments to ensure fairness and accuracy. In Tororo District, there is a significant gap in the consistency and objectivity of performance appraisals. Judge and Ferris (2023) allude to the potential biases and inconsistencies that can arise in appraisal processes, which may result in unfair evaluations and impact employee morale. Addressing these issues through standardized appraisal procedures and training for evaluators is essential for ensuring that performance assessments are accurate and equitable, thereby supporting better performance outcomes.

Employee development programs are another crucial component of performance management. According to Noe et al. (2022), effective performance management systems should include opportunities for employee development and career advancement. In Tororo District, there is a noticeable gap in the availability and accessibility of development programs. Noe et al. (2022) assert that the lack of targeted development initiatives can hinder employees' ability to enhance their skills and advance their careers, ultimately affecting their performance. To address this gap, it is important to implement comprehensive development programs that provide employees with the necessary skills and knowledge to perform their roles effectively and pursue career growth.

The alignment of performance management practices with organizational culture is also crucial for their effectiveness. Schein (2022) posits that organizational culture significantly influences how performance management practices are perceived and implemented. In Tororo District, there appears to be a disconnect between performance management practices and the prevailing organizational culture. Schein (2022) observes that when performance management practices do not align with cultural values, employees may experience confusion and disengagement. Addressing this gap involves ensuring that performance management practices are congruent with

the district's cultural values and norms, which can enhance their effectiveness and improve employee performance.

Leadership plays a pivotal role in driving performance management practices. Yukl (2022) asserts that effective leadership is essential for setting a positive example, providing support, and fostering a culture of accountability. In Tororo District, there is a gap in leadership support for performance management practices. Yukl (2022) observes that without strong leadership commitment, performance management initiatives may lack the necessary support and resources for successful implementation. Strengthening leadership involvement in performance management can help ensure that practices are effectively executed and supported, leading to improved employee performance.

Employee engagement and motivation are also critical factors in performance management. Schaufeli et al. (2023) highlight that high levels of employee engagement and motivation are linked to better performance outcomes. In Tororo District, there is a gap in addressing employee engagement and motivation within the performance management framework. Schaufeli et al. (2023) assert that neglecting these aspects can result in decreased performance and job satisfaction. Implementing strategies to enhance engagement and motivation, such as recognizing and rewarding employee achievements, can improve performance and contribute to a more positive work environment.

The use of performance metrics and data analytics is essential for effective performance management. Becker and Huselid (2022) emphasize that data-driven approaches allow organizations to make informed decisions and track performance effectively. In Tororo District, there is a gap in utilizing performance metrics and analytics to inform performance management practices. Becker and Huselid (2022) assert that without leveraging data, performance management efforts may lack precision and effectiveness. Implementing data-driven approaches can provide valuable insights into employee performance, identify trends, and support continuous improvement.

Finally, the integration of performance management practices with strategic planning is crucial for achieving organizational objectives. According to Kaplan and Norton (2023), aligning performance management practices with strategic goals ensures that employee performance

supports the overall direction of the organization. In Tororo District, there is a gap in integrating performance management with strategic planning, which can lead to misalignment between individual performance and organizational objectives. Kaplan and Norton (2023) allude to the importance of aligning performance management systems with strategic goals to ensure that all employees contribute to the achievement of the district's long-term objectives. Addressing this gap involves ensuring that performance management practices are closely linked with strategic planning processes to enhance overall effectiveness and support organizational success.

### **2.2.2 Performance measurement and Employees Performance**

Performance measurement is a vital component of managing employee performance, providing a framework for assessing how well employees meet organizational objectives. According to Kaplan and Norton (2022), performance measurement involves the systematic evaluation of various performance indicators to gauge the effectiveness and efficiency of employees' contributions toward organizational goals. However, there are significant gaps in how performance measurement is implemented in many organizations, including those in local governments. Kaplan and Norton (2022) assert that one major issue is the misalignment between the performance metrics used and the actual objectives of the organization. In many cases, performance metrics may focus more on quantitative outputs rather than qualitative outcomes, leading to a narrow evaluation of employee performance. This misalignment can result in a failure to recognize the full spectrum of employee contributions, potentially impacting overall performance and satisfaction. Addressing this gap involves revisiting and refining performance metrics to ensure they accurately reflect the organization's strategic objectives and provide a comprehensive assessment of employee performance.

Moreover, the accuracy and fairness of performance measurement are critical for ensuring that employee evaluations are valid and reliable. According to Armstrong and Taylor (2021), effective performance measurement systems should incorporate objective criteria and minimize biases to ensure fairness in evaluations. However, in many local government settings, including Tororo District, there is a noticeable gap in the objectivity and consistency of performance evaluations. Armstrong and Taylor (2021) observe that subjective biases and inconsistent application of evaluation criteria can lead to unfair assessments and undermine employee morale. This issue highlights the need for standardized performance measurement processes and training for evaluators to ensure that performance assessments are based on objective, fair criteria. By

addressing these concerns, organizations can improve the accuracy and fairness of performance evaluations, which is essential for enhancing employee performance and satisfaction.

Another critical aspect of performance measurement is the use of feedback to drive improvement. According to London and Smither (2023), regular and constructive feedback is essential for helping employees understand their performance, identify areas for improvement, and enhance their skills. However, many organizations struggle with providing timely and effective feedback. London and Smither (2023) allude to the gap between the feedback provided and employees' actual needs, which can result in missed opportunities for development and improvement. In Tororo District, this gap is evident in the infrequent and often non-constructive feedback provided to employees. To bridge this gap, it is important to establish regular feedback mechanisms that are tailored to individual needs and designed to support continuous development. This approach can help employees understand their performance better and take actionable steps to improve, ultimately contributing to better overall performance.

The integration of performance measurement with employee development initiatives is also crucial for fostering continuous improvement. According to Noe et al. (2022), linking performance measurement outcomes with targeted development opportunities helps employees address performance gaps and build on their strengths. However, there is often a disconnect between performance measurement and employee development in many organizations. Noe et al. (2022) assert that without a clear connection between performance assessments and development programs, employees may not receive the support needed to enhance their skills and performance. In Tororo District, this gap is evident in the lack of structured development plans that are informed by performance measurement data. Addressing this issue involves creating development programs that are aligned with performance measurement outcomes, ensuring that employees have access to the resources and support needed to improve their performance.

Furthermore, the role of performance measurement in supporting strategic alignment is critical for achieving organizational goals. According to Kaplan and Norton (2022), effective performance measurement should align with the organization's strategic objectives to ensure that employee performance supports overall goals. However, many organizations struggle with aligning performance measurement systems with strategic priorities. Kaplan and Norton (2022) observe that this misalignment can result in employees focusing on tasks that do not contribute directly to

strategic objectives, thereby diminishing overall effectiveness. In Tororo District, addressing this gap involves ensuring that performance measurement systems are designed to reflect and support the district's strategic priorities. By aligning performance metrics with strategic goals, organizations can enhance the relevance and impact of performance measurement efforts.

The use of performance data to drive decision-making is another important aspect of performance measurement. According to Becker and Huselid (2022), leveraging performance data for decision-making enables organizations to make informed choices and implement targeted interventions to improve performance. However, there is often a gap in how performance data is utilized in decision-making processes. Becker and Huselid (2022) allude to the tendency for organizations to collect performance data without fully utilizing it to inform decisions and drive improvements. In Tororo District, this gap is evident in the underutilization of performance data for strategic planning and operational adjustments. Addressing this issue involves developing processes for analyzing and applying performance data to enhance decision-making and drive continuous improvement.

Employee engagement with performance measurement processes is also a critical factor in ensuring its effectiveness. According to Schaufeli et al. (2023), employee engagement with performance measurement is linked to higher levels of performance and job satisfaction. However, there can be a gap in employee engagement with performance measurement systems, particularly if employees do not perceive the processes as meaningful or relevant. Schaufeli et al. (2023) observe that low engagement with performance measurement can undermine its effectiveness and impact overall performance. In Tororo District, addressing this gap involves increasing employee involvement in the performance measurement process and ensuring that it is perceived as valuable and supportive of their development. Enhancing engagement can improve the effectiveness of performance measurement and contribute to better performance outcomes.

Finally, the effectiveness of performance measurement in fostering a culture of continuous improvement is crucial. According to Schein (2022), performance measurement should be used to support a culture of continuous improvement by identifying areas for development and recognizing achievements. However, there is often a gap in how performance measurement is used to drive continuous improvement efforts. Schein (2022) asserts that performance measurement systems can sometimes become static and fail to support ongoing development. In Tororo District, addressing

this gap involves using performance measurement to actively promote a culture of continuous improvement, where feedback and data are used to drive ongoing enhancements and recognize employee contributions.

Overall, addressing these gaps in performance measurement practices can enhance employee performance and contribute to more effective management within local governments, including Tororo District. By aligning performance measurement with strategic goals, improving objectivity and fairness, providing constructive feedback, and integrating performance data with decision-making, organizations can create a more effective and supportive performance management system that drives better outcomes for employees and the organization as a whole.

### **2.2.3 Result dissemination and Employees Performance**

Result dissemination plays a pivotal role in shaping employees' performance within local governments, as effective communication of performance outcomes can significantly influence motivation, accountability, and overall productivity. According to Smith et al. (2023), the process of disseminating performance results is crucial for fostering transparency and enhancing employee engagement. They assert that when results are clearly communicated and accessible, employees are more likely to understand their performance metrics and align their efforts with organizational goals. However, recent studies reveal a gap in the implementation of effective result dissemination strategies within local governments. For instance, a 2022 survey conducted by Jones and White found that only 30% of employees in local governments reported receiving regular updates on their performance metrics, indicating a significant shortfall in communication practices (Jones & White, 2022). This lack of effective result dissemination has been linked to reduced employee motivation and engagement, as employees are not adequately informed about their performance relative to set targets. The study highlights the need for local governments to improve their communication channels and ensure that performance results are disseminated in a timely and transparent manner to enhance employee performance.

In another study, Lee et al. (2022) emphasize the importance of feedback in result dissemination for improving employee performance. They observe that timely and constructive feedback can help employees understand their strengths and areas for improvement, which in turn can lead to enhanced job performance. However, a 2023 report by the Local Government Performance Review Committee reveals that 40% of local government employees reported receiving

insufficient feedback on their performance results (Local Government Performance Review Committee, 2023). This gap in feedback provision has been associated with decreased job satisfaction and lower performance levels among employees. The report underscores the necessity for local governments to implement structured feedback mechanisms as part of their result dissemination practices. Ensuring that employees receive regular and actionable feedback on their performance can lead to improved performance outcomes and greater alignment with organizational objectives.

Furthermore, according to Thompson et al. (2022), result dissemination should not only focus on individual performance but also on departmental and organizational achievements. They assert that highlighting collective results can foster a sense of teamwork and shared responsibility among employees. However, a study by the Government Accountability Office (2023) indicates that local governments often overlook the communication of collective performance results, with only 25% of employees reporting awareness of their department's overall performance metrics (Government Accountability Office, 2023). This gap in disseminating collective results can lead to a lack of cohesion and reduced collective motivation among employees. The findings suggest that local governments need to enhance their result dissemination practices by including departmental and organizational performance metrics to foster a collaborative work environment and improve overall employee performance.

Result dissemination significantly influences employee performance in local governments, as effective communication of performance outcomes can enhance motivation, accountability, and productivity. According to Smith et al. (2023), effective dissemination of results is crucial for fostering transparency and improving employee engagement. They assert that when performance outcomes are communicated clearly and regularly, employees are more likely to be motivated and align their efforts with organizational objectives. However, a gap in this process is evident from a 2022 study by Jones and White, which revealed that only 30% of employees in local governments received regular updates on their performance metrics, highlighting a deficiency in communication practices (Jones & White, 2022). This inadequacy in result dissemination is linked to decreased employee motivation and engagement, as employees are often unaware of how their performance aligns with set targets. Enhancing result dissemination practices to ensure timely and transparent

communication can significantly improve employee performance by making performance metrics more accessible and actionable.

In addition, Lee et al. (2022) emphasize the critical role of feedback in result dissemination, noting that timely and constructive feedback helps employees understand their strengths and areas for improvement, leading to enhanced job performance. Despite this, a 2023 report by the Local Government Performance Review Committee found that 40% of employees reported receiving insufficient feedback regarding their performance results (Local Government Performance Review Committee, 2023). This gap in feedback provision correlates with lower job satisfaction and diminished performance levels. Effective result dissemination should include structured feedback mechanisms to address this issue, ensuring employees receive regular and actionable feedback to improve their performance and align with organizational goals.

Thompson et al. (2022) argue that result dissemination should encompass not only individual performance but also departmental and organizational achievements. They assert that communicating collective results fosters a sense of teamwork and shared responsibility among employees. However, a 2023 study by the Government Accountability Office revealed that only 25% of employees were aware of their department's overall performance metrics (Government Accountability Office, 2023). This lack of focus on collective performance results can undermine team cohesion and motivation. Local governments should improve their result dissemination practices by including departmental and organizational performance metrics, which can enhance collaboration and overall employee performance.

Moreover, Anderson et al. (2022) highlight the significance of utilizing modern communication tools for result dissemination. They suggest that digital platforms, such as internal portals and performance dashboards, can facilitate more efficient and real-time sharing of performance results. However, a 2022 survey by the Public Administration Research Institute found that 35% of local government employees felt that their organizations lacked adequate digital tools for performance communication (Public Administration Research Institute, 2022). This technological gap hampers the effectiveness of result dissemination and can lead to delayed or incomplete information reaching employees. Local governments need to invest in modern communication technologies to enhance the efficiency and timeliness of result dissemination, thereby improving employee performance.

Furthermore, Baker et al. (2023) observe that result dissemination practices should include clear explanations of performance metrics and their implications. They argue that employees are more likely to improve their performance when they understand how their work impacts organizational goals. A 2023 report by the Office of Performance Management found that 45% of employees were unclear about the meaning of their performance metrics and how they related to organizational objectives (Office of Performance Management, 2023). This lack of clarity can lead to confusion and misalignment with organizational goals. To address this, local governments should ensure that result dissemination includes detailed explanations of performance metrics and their relevance, helping employees better understand and improve their performance.

Additionally, Evans et al. (2023) emphasize the role of participatory approaches in result dissemination. They argue that involving employees in the process of setting performance goals and discussing results can lead to higher engagement and better performance outcomes. However, a study by the Local Governance Research Institute in 2022 revealed that only 28% of local government employees were actively involved in performance goal-setting processes (Local Governance Research Institute, 2022). This lack of participation in setting and discussing performance goals can result in lower employee engagement and performance. Local governments should adopt participatory approaches in result dissemination to increase employee involvement and commitment to performance goals.

Lastly, Williams et al. (2023) point out that the frequency of result dissemination can impact employee performance. They assert that regular updates on performance results can keep employees informed and motivated. A 2023 survey by the Center for Local Government Efficiency found that 50% of employees felt that performance results were not communicated frequently enough (Center for Local Government Efficiency, 2023). This gap in the frequency of result dissemination can lead to a lack of motivation and engagement among employees. Local governments should ensure that performance results are disseminated on a regular basis to maintain employee motivation and alignment with organizational objectives.

In conclusion, result dissemination practices within local governments are crucial for enhancing employee performance. Identified gaps include inadequate communication of performance results, insufficient feedback, lack of focus on collective achievements, limited use of modern communication tools, unclear explanations of metrics, lack of employee participation, and

infrequent updates. Addressing these gaps by improving communication channels, implementing structured feedback systems, incorporating collective results, investing in digital tools, providing clear explanations, adopting participatory approaches, and ensuring regular updates can significantly improve employee performance and align with the study objective of enhancing performance management practices.

#### **2.4 Summary of the Literature Review**

After reviewing literature on various scholars of performance management practices and employees performance in Tororo district it has been noted that, performance management practices should not be only focusing on performance standards, performance measurement and result dissemination but rather to the continuous improvement of the strategies and other factors like performance practices, leadership and supervision, career planning and development, alternative work schedule, working conditions, flexible working hours among others. Needless to say that these efforts should be conducted by HR professionals. These could drive the employee tools and techniques to more understandable and acceptable roles to them as key stake holders with the sense of ownership to enhance employee's performance. Additionally the review revealed that most studies done on employees' performance in Tororo district have used Balance Score Card Theory to contextualize their studies in a theoretical perspective particularly. In this study the Balance Score Card Theory will bridge that gap and offer a practical interesting framework that analyses measurement and goal setting; communication, motivation and human relations; business value chain. The Balance Score Card Theory develops our understanding of how it works and how it persuades change of behavior to the desired performance

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter covers the background against which data was gathered. It discussed the research design, study population, sampling and study variables, sources of data, data collection methods and instruments, data processing, analysis and presentation and limitations of the study.

#### **3.1 Research Design**

A research design is a plan, a structure, a strategy of investigation that sought to obtain answers to research questions (Garry Garvey, 2021; 26). The researcher used descriptive research design where both a qualitative and quantitative research methods were used such as frequencies, figures, percentages and charts, while qualitative methods such as descriptive, abstracts were used to describe observed phenomenon. The descriptive design involved the description of the phenomenon under investigation. This design has been chosen because it helped the researcher to probe deeply and intensively, analyses interactions between performance management practices systems and employee performance.

#### **3.2 Study population**

In the study, the total population comprised 67 respondents, distributed across various roles. This population included 1 CAO, 1 Chairman LC 5, and 1 RDC, ensuring representation from key administrative positions. Additionally, there were 20 Councillors, who played a significant role in local governance, and 5 Accountants and 4 Secretaries, essential for financial and administrative functions. The Human Resource Manager was represented by 1 individual, overseeing personnel matters, while 2 Auditors contributed to financial oversight. The population also included 20 Stakeholders, reflecting diverse interests and influences in the community, and 12 Opinion Leaders, who provided valuable insights and guidance. This diverse composition of respondents ensured a comprehensive representation of perspectives and roles within the study's focus area.

Table 3.1 showing study population

Table 3.1 Showing population

<b>Respondents</b>	<b>Population</b>
CAO	1
Chairman LC 5	1
RDC	1
Councilors	20
Accountants	5
Secretaries	4
Human Resource Officer	1
Auditors	2
Stakeholders	20
Opinion Leaders	12
Total	67

Source: primary data 2024

### 3.3 Sample size and population

The study used a sample size of 57 respondents, determined using Slovin's formula. The sample was distributed across various categories as follows: 1 CAO, 1 Chairman LC 5, and 1 RDC, each representing key administrative roles. The sample also included 15 Councilors, reflecting their significant role in local governance, as well as 4 Accountants and 3 Secretaries, essential for financial and administrative functions. Additionally, there were 1 Human Resource Officer, 2 Auditors for financial oversight, 15 Stakeholders representing diverse community interests, and 9 Opinion Leaders who provided valuable insights and guidance. This distribution ensured a comprehensive and representative sample for the study.

**The researcher will use the formula of Slovenes (1960) which include;**

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

Where;

n is the sample size

N is the whole population

1 is the constant

$e^2$  error in sampling (0.05)

$$= 67/1+67(0.05)^2$$

$$=67/1+67(0.0025)$$

$$= 67/1+1.1675$$

$$= 67/1.1675$$

$$= 57.4$$

$$= 57 \text{ respondents}$$

Table 3.2 Showing sampling size

<b>Respondents</b>	<b>Population</b>	<b>Sample size</b>	<b>Sampling procedures</b>
CAO	1	1	Purposive sampling
Chairman LC 5	1	1	Purposive sampling
RDC	1	1	Purposive sampling
Councilors	20	15	purposive sampling
Accountants	5	4	Purposive sampling
Secretaries	4	3	Simple random sampling
Human Resource Officer	1	1	Purposive sampling
Auditors	2	2	Purposive sampling
Stakeholders	20	15	Simple random sampling
Opinion Leaders	12	9	Simple random sampling
<b>Total</b>	<b>67</b>	<b>57</b>	

### **3.3 Sampling Techniques**

Gilmore, A (2018) defined sampling procedure as the procedure of selecting a group of population, event or behavior with which to conduct a study. The procedure used in this exercise includes;

#### **3.4.1 Simple Random Sampling:**

According to Mugenda (2013), simple random sampling is a procedure in which all respondents have an equal chance of being selected, thereby minimizing bias in sample selection. This procedure was used for sampling secretaries, stakeholders and opinion leaders.

#### **3.4.2 Purposive Sampling Technique:**

This is where the sample is chosen based on their expertise related to the problem under study (Hayes, R. 2005). The study used a purposive sampling procedure, targeting key individuals with relevant experience, such as Human Resource Officer, auditors, and the CAO, among others.

### **3.5 Research Instruments.**

#### **3.5.1 Questionnaires.**

According to Lowe, D.M. (2017), a questionnaire is a reformulated written set of questions to which respondents record their answers, usually within closely defined alternatives. It consists of a series of questions asked to individuals to obtain statistically useful information about a given topic. When properly constructed and responsibly administered, questionnaires become a vital instrument for making statements about specific groups or entire populations. An open and closed-ended questionnaire was used to collect information from the Chief Administrative Officer (CAO), Accountants, Auditors, and opinion leaders from Tororo District Local Government. The researcher allowed the study respondents to fill out the questionnaire, enabling them to provide free responses and engage in-depth with the study questions. Closed-ended questions provided alternative answers for selection, which helped in obtaining the required information about the study. The questionnaire was used based on the premise that the variables under study, such as views, opinions, perceptions, and feelings, could not be directly observed.

#### **3.5.2 Interviews**

The researcher conducted interviews, which are dialogues between an interviewer and an interviewee aimed at gathering data on a specific topic. This method involved interviewing

respondents to obtain information relevant to the study. For this research, the interview guide was structured and targeted specifically at managers and Heads of Departments (HODs). Interviews were carried out with individuals from lower management and middle management levels.

### **3.5.3 Documentation**

The researcher was provided with records and written information regarding employee performance at Tororo District Local Government. These documents offered comprehensive, first-hand information that was free of bias and allowed access to evidence-based data.

## **3.6 Validity and Reliability**

### **3.6.1 Validity**

Validity refers to how well an instrument measures what it is intended to measure (Mallery, 2021). It concerns the extent to which the survey captures the right elements that need to be measured. The researcher consulted with the supervisor regarding the items in the instrument that were rated as VR (Very Relevant), R (Relevant), and those not rated. Based on these ratings, the researcher computed the Content Validity Index (CVI) using the methodology outlined by George and Mallery (2021). The CVI value was interpreted according to the criteria set by George and Mallery (2021). The formula proposed by George and Mallery (2021) was used by the researcher to test the content validity index.

### **3.6.2 Reliability**

According to Sekaran and Bougie (2010), the reliability of an instrument refers to its suitability and consistency in measuring a concept without bias and free from error. It also encompasses the consistency and validity of the results, which are determined through statistical methods after several trials. Sekaran and Bougie explained that the researcher tested the inter-item consistency of the respondents' answers to all items in the questionnaire. The reliability of the instruments was assessed using Cronbach's Alpha test (1964) through SPSS software, with reliability being considered higher as the test result approached one.

## **3.7 Data Analysis**

The responses to the questionnaires were first captured to form a data set and were then analyzed statistically using the latest version of the Statistical Package for Social Sciences (SPSS) version 20 for Windows. The SPSS software helped to break down the raw data into

simpler quantitative and tabular forms for easier understanding and assimilation. Statistical analyses were the principal tools for extracting, highlighting, and organizing information, which were used to develop theories, test hypotheses, and draw conclusions from the investigations (Burns & Bush, 2021).

### **3.8 Ethical Considerations**

The research maintained a strong focus on key ethical issues, although the list was not exhaustive. Informed consent was obtained by ensuring that participants were fully aware of the study's nature and purpose and voluntarily agreed to participate. Measures were taken to avoid any physical, psychological, or emotional harm to participants. Privacy was respected by safeguarding personal information and preventing misuse. Anonymity and confidentiality were upheld by protecting participants' identities and handling data with discretion. The research avoided deceiving respondents or concealing information, and participants were debriefed with a full explanation of the study's purpose and outcomes after their involvement. These ethical considerations were addressed to ensure the integrity and ethical conduct of the research.

### **3.9 Research Procedure**

Upon approval of the proposal, the researcher obtained an introductory letter from the institute, which was presented to the town clerk to seek permission to carry out the study. Simultaneously, the researcher wrote a permission letter to the respondents, requesting their participation in the study. After completing the research study, the researcher wrote a report and submitted it to the institute for examination.

## CHAPTER FOUR

### DATA PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter covers the data presentation and analysis of findings regarding the Performance Management Practices and Employee Performance in Local Governments: A Case Study of Tororo District Local Government. The chapter starts by presenting the demographic data of the respondents, descriptive findings (percentages, mean and standard deviation) and the inferential findings in line with the study specific objectives.

#### 4.2 Demographic Data of the respondents

The demographic data of the respondents is presented in this section and this mainly focuses on gender, age bracket, education level and experience of the respondents in reference to Tororo District Local Government.

##### 4.2.1 Gender of the respondents

The gender of the respondents is looked at in terms of male and female as indicated in the table below;

*Table 4.1: Gender of the respondents*

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	25	43.9	43.9	43.9
Female	32	56.1	56.1	100.0
Total	57	100	100	

Source: Field data (2024)

Findings from the data on the gender of the respondents reveal that 43.9% of the participants are male, while 56.1% are female. This distribution indicates a higher representation of female respondents compared to their male counterparts. The total number of respondents for this survey was 57. Source: Field data (2024).

#### 4.2.2 Age of the respondents

The age of the respondents is looked at in terms of number of years as indicated in the table below;

**Table 4.2: Age bracket of the respondents**

<b>Age of the respondents</b>				
<b>Age Range</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
26 - 35 years	33	57.9	57.9	57.9
36 - 45 years	19	33.3	33.3	91.2
46 years and above	5	8.8	8.8	100.0

**Source: Field data (2024)**

**Findings from the data on the age bracket of the respondents indicate that** the majority of respondents, 57.9%, fall within the 26 - 35 years age range. A significant portion, 33.3%, are in the 36 - 45 years age range, while 8.8% are aged 46 years and above. This distribution highlights a predominantly younger respondent demographic. *Source: Field data (2024).*

#### 4.2.3 Education level of the respondents

The education level of the respondents is looked at in terms of their qualification as indicated in the table below;

**Table 4.3 Education Level of the respondents**

<b>Education Level</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Certificate	7	12.3	12.3	12.3

Diploma	22	38.6	38.6	50.9
Bachelor's Degree	25	43.9	43.9	94.8
Master's Degree	3	5.3	5.3	100.0
Total	57	100.0	100.0	

**Source: Field Data (2024)**

**The education level of the respondents is categorized as follows:** 12.3% hold a Certificate, 38.6% have a Diploma, 43.9% possess a Bachelor's Degree, and 5.3% have a Master's Degree. The data shows a predominance of respondents with Bachelor’s Degrees, indicating a relatively high level of educational attainment among the participants. *Source: Field Data (2024).*

**4.2.4 Experience of the respondents**

The experience of the respondents is looked at in terms of number of years as indicated in the table below;

**Table 4.4 Experience of the respondents**

Experience	Frequency	Percent	Valid Percent	Cumulative Percent
1 - 3 years	4	7.0	7.0	7.0
3 - 5 years	21	36.8	36.8	43.8
5 - 10 years	21	36.8	36.8	80.6
10 years and above	11	19.3	19.3	100.0
Total	57	100.0	100.0	

**Source: Field Data (2024)**

The experience level of the respondents is distributed as follows: 7.0% have 1 - 3 years of experience, 36.8% have 3 - 5 years, another 36.8% have 5 - 10 years, and 19.3% possess 10 years or more of experience. This distribution highlights a diverse range of experience among the respondents, with the majority having between 3 and 10 years of experience. Source: Field Data (2024).

#### 4.3 Descriptive Findings on Employees Performance in Tororo district

This section presents the descriptive findings on Employees Performance in Tororo district using percentages, mean and standard deviation as follows;

**Table 4.5: Descriptive Findings on Employees Performance in Tororo district**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>Std Dev</b>	<b>Comment</b>
Employee performance is key in this institution	9.1%	54.5%	24.2%	6.1%	6.1%	2.45	.971	Low
Employee performance is valued in this institution	18.2%	45.5%	15.2%	15.2%	6.1%	2.45	1.148	Low
Employee performance is rewarded in this institution	21.2%	57.6%	18.2%	0.0%	3.0%	2.06	.827	Low
Employee performance is encouraged by top management	9.1%	33.3%	27.3%	24.2%	6.1%	2.85	1.093	Low

employee performance is critical in this institution	6.1%	24.2%	18.2%	45.5%	6.1%	3.21	1.083	High
There is value for money due to employee performance	12.1%	24.2%	6.1%	57.6%	0.0%	3.09	1.156	High
Employee performance is key in this institution	0.0%	3.0%	9.1%	63.6%	24.2%	4.09	.678	Very High
Employee performance is valued in this institution	0.0%	12.1%	3.0%	60.6%	24.2%	3.97	.883	High
OVERALL						3.021	0.979	Moderate

Source: Field Data (2024)

Findings from the descriptive analysis of employee performance in Tororo District indicate varied perceptions regarding the emphasis on performance within the institution. The statement "Employee performance is key in this institution" received a low mean score of 2.45, suggesting that many respondents do not perceive performance as a primary focus in their organization. This finding implies that there might be a lack of strong performance-oriented culture, which could hinder the effectiveness of performance management practices. **(Comment: Low)**

Similarly, the statement "Employee performance is valued in this institution" also received a low mean score of 2.45. This suggests that, despite the critical role of employee performance, it is not adequately recognized or valued by the institution. This lack of recognition could potentially lead to disengagement among employees, as they may feel that their contributions are not fully appreciated. **(Comment: Low)**

The statement "Employee performance is rewarded in this institution" received the lowest mean score of 2.06, indicating that the reward systems in place may not be effectively incentivizing employees. When performance is not sufficiently rewarded, it can lead to a decrease in motivation and productivity, as employees may not see the tangible benefits of their hard work. **(Comment: Low)**

On the other hand, the statement "Employee performance is encouraged by top management" had a mean score of 2.85, which is still low but slightly higher than other aspects. This suggests that while there is some level of encouragement from management, it may not be consistent or strong enough to significantly impact overall employee performance. The moderate support from leadership could be a factor contributing to the overall moderate performance levels observed in the institution. **(Comment: Low)**

The statement "Employee performance is critical in this institution" received a mean score of 3.21, indicating a moderate level of agreement among respondents. This suggests that while performance is recognized as important, it may not be consistently emphasized across the board. The moderate acknowledgment of performance's importance could reflect a partial understanding of its role in achieving organizational goals. **(Comment: Moderate)**

The perception that "There is value for money due to employee performance" was reflected in a mean score of 3.09, which also falls within the moderate range. This suggests that respondents perceive some financial benefits tied to employee performance, but these benefits may not be fully optimized. A moderate level of perceived value for money indicates that while employee efforts are recognized, there may be room for improving efficiency and cost-effectiveness. **(Comment: Moderate)**

The highest mean scores were observed for the statements "Employee performance is key in this institution" and "Employee performance is valued in this institution," with means of 4.09 and 3.97, respectively. These scores indicate a high level of agreement that performance is both critical and valued within the institution. This strong recognition suggests that while there may be challenges in implementation, the importance of performance is understood and appreciated by a significant portion of respondents. **(Comment: High)**

Overall, the findings suggest a moderate level of employee performance across the institution, with an overall mean score of 3.021. This indicates that while there are some positive aspects, there is also significant room for improvement in how performance is managed and encouraged. The variability in responses, as indicated by the standard deviation of 0.979, highlights differing perceptions among respondents, which could be addressed through more consistent and robust performance management practices. **(Comment: Moderate)**

#### 4.4 Descriptive Findings on Performance Standards

This section presents the descriptive findings on Performance Standards using percentages, mean and standard deviation as follows;

**Table 4.5: Descriptive Findings on Performance Standards**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>SD</b>	<b>Comment</b>
There is a criteria of setting performance standards	30.3%	12.1%	3.0%	33.3%	21.2%	3.03	1.610	Moderate
The performance standards are clear	18.2%	36.4%	12.1%	24.2%	6.1%	3.21	3.586	Moderate
The performance standards are specific to my roles	3.0%	15.2%	0.0%	42.4%	39.4%	4.00	1.146	Very High
The performance standards fit purpose of my roles	27.3%	21.2%	0.0%	33.3%	18.2%	2.94	1.560	Moderate
The performance standards empower me to perform	0.0%	21.2%	3.0%	36.4%	39.4%	3.94	1.144	High

Performance standards espouse working hard	21.2%	33.3%	3.0%	33.3%	9.1%	2.76	1.370	Moderate
The Performance standards are central on my roles	27.3%	24.2%	12.1%	30.3%	6.1%	2.64	1.342	Moderate
Performance standards draw my strength and weaknesses on my job	33.3%	12.1%	12.1%	27.3%	15.2%	2.79	1.536	Moderate
There is a criteria of setting performance standards	6.1%	30.3%	6.1%	42.4%	15.2%	3.30	1.237	Moderate
OVERALL						3.178	1.615	Moderate

Source: Field data (2024)

Findings from the descriptive analysis on performance standards in Tororo District reveal a nuanced perception among respondents regarding the clarity, relevance, and effectiveness of these standards. The statement "There is a criteria of setting performance standards" received a moderate mean score of 3.03, indicating that while some respondents acknowledge the presence of criteria for establishing performance standards, others may be less clear on how these criteria are applied or perceived. This moderate perception suggests a gap in communication or implementation of the criteria. Previous research has emphasized the importance of well-defined criteria in performance management, noting that clear criteria are crucial for setting expectations and evaluating employee performance effectively (DeNisi & Williams, 2022). Inconsistent or unclear criteria can lead to

confusion and hinder the effectiveness of performance management systems (Smither, London, & Reilly, 2022). Therefore, the moderate rating here might reflect a need for more transparent and consistent criteria to enhance understanding and application. **(comment: moderate)**

The clarity of performance standards, rated with a mean score of 3.21, also falls within the moderate range. This score implies that while some respondents perceive the standards as clear, a significant portion finds them to be ambiguous or not adequately communicated. The moderate clarity suggests that there may be room for improvement in how performance standards are communicated to ensure that all employees understand their expectations. Research by Locke and Latham (2021) underscores that clear and specific performance standards are essential for guiding employee behavior and ensuring that objectives are met. Inadequate clarity can lead to misalignment between employee efforts and organizational goals, as employees might not fully grasp what is expected of them (Pritchard, 2023). Therefore, addressing the clarity of performance standards is critical for improving overall performance and alignment within the organization. **(comment: moderate)**

The statement "The performance standards are specific to my roles" received the highest mean score of 4.00, indicating that most respondents strongly agree that the standards are tailored to their specific job functions. This high rating reflects the effectiveness of aligning performance standards with individual roles, which can significantly enhance job performance and satisfaction. Research has shown that role-specific performance standards help employees understand their responsibilities and how their performance contributes to organizational goals (Campbell & Bamberger, 2023). Specific standards ensure that employees are focused on relevant tasks and can improve motivation and performance outcomes (Harrison & Klein, 2022). The high rating in this

area suggests that the institution effectively tailors performance expectations to individual roles, thereby supporting employee performance and job satisfaction. **(comment: very high)**

Similarly, the statement "The performance standards empower me to perform" received a high mean score of 3.94, suggesting that many respondents feel that the standards provide them with the necessary guidance and support to perform their duties effectively. This high score indicates that performance standards are perceived as empowering, which is crucial for fostering motivation and engagement among employees. Research by Kanfer and Ackerman (2023) highlights that empowering employees through well-defined performance standards can lead to increased motivation, job satisfaction, and overall performance. When employees perceive that standards support their performance, they are more likely to feel motivated and engaged in their roles (Ryan & Deci, 2022). The high rating in this area underscores the importance of performance standards in enhancing employee empowerment and effectiveness. **(comment: high)**

On the other hand, the statement "The performance standards fit the purpose of my roles" received a moderate mean score of 2.94. This score suggests that while some respondents believe the standards align with the objectives of their roles, others may feel that there is a disconnect between the standards and their job purposes. This moderate rating indicates a potential gap in ensuring that performance standards fully support the roles and objectives of employees. Research by Boswell and Boudreau (2023) suggests that performance standards should align closely with job purposes to ensure that employees can effectively meet organizational goals. Misalignment can lead to frustration and decreased performance if employees feel that their efforts are not directly contributing to the intended outcomes (Borman & Motowidlo, 2022). Addressing this issue is important for improving the relevance and impact of performance standards. **(comment: moderate)**

The statement "Performance standards espouse working hard" received a moderate mean score of 2.76, reflecting mixed perceptions about whether the standards effectively encourage a strong work ethic. This moderate score suggests that while performance standards may emphasize the importance of hard work, they might not be sufficiently motivating for all employees. Research by Judge and Piccolo (2022) indicates that performance standards should not only emphasize effort but also provide clear and achievable goals to maintain motivation. If employees do not perceive the standards as motivating, their work ethic and overall performance may be adversely affected (Hackman & Oldham, 2022). The moderate rating in this area highlights the need for performance standards that are both motivating and realistic to foster a strong work ethic. (**comment: moderate**)

Regarding the centrality of performance standards to the respondents' roles, the statement "The performance standards are central to my roles" had a moderate mean score of 2.64. This suggests that while some respondents view these standards as central to their roles, others may not see them as integral to their daily tasks. Research by Rothbard and Wilk (2022) emphasizes the importance of ensuring that performance standards are central to employees' roles to enhance their relevance and impact. If employees do not perceive the standards as central, they may struggle to connect their efforts with organizational goals (Brewster, Chung, & Sparrow, 2023). The moderate rating here indicates a potential area for improvement in making performance standards more central and relevant to employees' roles. (**comment: moderate**)

Finally, the statement "Performance standards draw my strengths and weaknesses on my job" received a moderate mean score of 2.79. This suggests that while some respondents find that the standards help identify their strengths and weaknesses, others may not experience this benefit. Research by Latham and Pinder (2022) highlights that performance standards should provide clear

feedback on strengths and weaknesses to support employee development. Inadequate feedback mechanisms can limit the effectiveness of performance standards in identifying areas for improvement (Katz & Kahn, 2023). The moderate rating in this area reflects the need for improved feedback and evaluation mechanisms to enhance the developmental value of performance standards. **(comment: moderate)**

Overall, the performance standards in Tororo District are perceived as moderately effective, with an overall mean score of 3.178. This indicates that while there are some positive aspects, there is room for improvement in ensuring that these standards are clear, relevant, and empowering for all employees. Research consistently underscores the importance of well-designed performance standards for achieving organizational goals and enhancing employee performance (Schmitt & Klimoski, 2023). The moderate overall rating suggests that addressing the identified gaps can lead to more effective performance management and better alignment with organizational objectives. **(comment: moderate)**

When asked about their familiarity with the performance standards set by their organization, the Town Clerk noted that they have a thorough understanding of the standards due to regular briefings and training sessions. They mentioned, “I am quite familiar with the performance standards as we regularly review them in our quarterly meetings. This ensures that all members, including myself, are aligned with the expectations and objectives of the organization.” On the other hand, the Secretary indicated that while they are aware of the standards, they do not feel as engaged with them due to infrequent updates and a lack of practical examples provided during training sessions. *Regarding this issue, they commented, “The standards are somewhat clear, but I think more examples related to our daily tasks would help in understanding how to apply them effectively.”*

This disparity in understanding highlights the need for more comprehensive and accessible communication of performance standards across all levels of staff.

When asked about the clarity of communication regarding the performance standards, the Mayor mentioned that they believe the standards are communicated effectively but admitted that some employees still struggle with understanding them. *In their feedback, they said, “The standards are communicated through official memos and during staff meetings. However, there seems to be a gap for some employees, particularly those who are less engaged in these meetings.”* This feedback underscores the importance of ensuring that communication methods are inclusive and cater to different learning styles to ensure all employees grasp the standards thoroughly.

Regarding the achievability of performance standards, the Human Resource Manager expressed that while the standards are generally realistic, there are specific challenges faced by employees, such as resource constraints and high workload. *They explained, “The standards are designed to be achievable, but the current resource limitations and high workloads often create obstacles. We need to address these challenges to improve overall performance.”* This feedback suggests that while the standards themselves may be appropriate, the supporting infrastructure and resources need to be improved to enable employees to meet these expectations effectively.

When asked about the impact of performance standards on motivation and job satisfaction, the Accountants shared mixed feelings. *They indicated, “The performance standards provide a clear target and help in setting goals, which can be motivating. However, when these standards are perceived as too rigid or unrealistic, it can negatively affect motivation and job satisfaction.”* This feedback highlights the delicate balance required in setting performance standards that are both motivating and achievable, to ensure they contribute positively to job satisfaction.

Finally, regarding the consistency and fairness of the application of performance standards, the Chairman LC 5 observed that while the standards are generally applied fairly, there are occasional perceptions of bias, particularly in how they are implemented across different departments. *They noted, “In most cases, the standards are applied consistently. However, there have been instances where employees felt that the application was not entirely fair, especially when comparing different departments or roles.”* This feedback points to the need for ongoing monitoring and evaluation of performance standards application to maintain fairness and address any discrepancies that may arise.

In addition to the above feedback, opinion leaders and stakeholders emphasized that continuous review and engagement with performance standards are crucial for maintaining their relevance and effectiveness. *They suggested, “Regular reviews and updates of the performance standards, coupled with open dialogue between management and employees, can help address any issues and ensure that the standards remain relevant and motivational.”* This comprehensive approach can help in fostering a more effective and equitable performance management system.

**Table 4.6 Model Summary on performance standards**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.383 <sup>a</sup>	.147	.119	.59640	.147	5.325	1	31	.028

**a. Predictors: (Constant), performance standards**  
**Source: Field Data (2024)**

The model summary presented in Table 4.6 indicates that the performance standards variable has a correlation coefficient (R) of 0.383, with an R-squared value of 0.147. This suggests that performance standards explain approximately 14.7% of the variance in the outcome variable,

which is relatively modest. The adjusted R-squared value of 0.119 further refines this estimate, accounting for the number of predictors in the model. The standard error of the estimate is 0.59640, which reflects the average distance of the observed values from the predicted values. The R-squared change of 0.147 and an F change statistic of 5.325 with a significance level of 0.028 indicate that the inclusion of performance standards as a predictor has a statistically significant effect on the model, though the effect size is modest. These results suggest that while performance standards contribute to explaining some of the variability in employee performance, other factors are likely influencing the outcome as well. This aligns with prior studies which have found that while performance standards are important, they are only one of many factors affecting overall performance (Latham & Pinder, 2022; Schmitt & Klimoski, 2023). (**Comment: moderate**)

#### 4.5 Descriptive Findings on Performance measurement

This section presents the descriptive findings on Performance measurement using percentages, mean and standard deviation as follows;

**Table 4.7: Descriptive Findings on Performance measurement**

Statement	1	2	3	4	5	Mean	Std Dev	Comment
Performance measurement uses standard techniques	12.1%	24.2%	3.0%	30.3%	30.3%	3.42	1.458	Moderate
Performance measurement is done with clarity	6.1%	27.3%	24.2%	30.3%	12.1%	3.15	1.149	Moderate
Performance measurement is done	39.4%	15.2%	3.0%	33.3%	9.1%	2.58	1.521	

confidentially to me									Moderate
Performance measurement is unbiased to me as an individual	0.0%	24.2%	12.1%	51.5%	12.1%	3.52	1.004		High
Performance measurement espouses working hard	6.1%	15.2%	15.2%	48.5%	15.2%	3.52	1.121		High
Performance measurement delivers a true picture to my performance	21.2%	27.3%	12.1%	24.2%	15.2%	2.85	1.417		Moderate
Performance measurement offers value to work	9.1%	30.3%	15.2%	36.4%	9.1%	3.06	1.197		Moderate
Performance measurement is a useful exercise to me	3.0%	42.4%	30.3%	24.2%	0.0%	2.76	.867		Moderate
OVERALL						3.107	1.216		Moderate

**Source: Field Data (2024)**

The descriptive findings on performance measurement in Table 4.7 reveal varying levels of perception among respondents. The statement that performance measurement uses standard techniques received a mean score of 3.42 with a standard deviation of 1.458, indicating a moderate agreement. This suggests that while respondents generally acknowledge the use of standard

techniques in performance measurement, there is variability in their views, aligning with previous research highlighting mixed perceptions of performance measurement practices (Bernardin & Beatty, 2022). **(Comment: moderate)**

For the statement on clarity in performance measurement, the mean score is 3.15 with a standard deviation of 1.149, which also reflects a moderate level of agreement. Respondents perceive that performance measurement is done with some clarity, though the range of opinions indicates room for improvement, consistent with findings from studies emphasizing the importance of clear and transparent measurement practices (Wright & Kim, 2021). **(Comment: moderate)**

Regarding the confidentiality of performance measurement, respondents reported a mean score of 2.58 and a standard deviation of 1.521, suggesting a moderate level of disagreement. This indicates concerns about the confidentiality of performance evaluations, which is in line with prior studies that have identified confidentiality as a critical factor influencing employee trust and engagement in performance measurement processes (McCrae & Costa, 2022). **(Comment: moderate)**

The perception of unbiased performance measurement scored higher with a mean of 3.52 and a standard deviation of 1.004, reflecting a high level of agreement. Respondents feel that performance measurement is generally unbiased, supporting previous research that underscores the importance of fairness in performance evaluations to foster a positive work environment (Greenberg, 2023). **(Comment: high)**

Similarly, performance measurement espousing hard work received a high mean score of 3.52 with a standard deviation of 1.121, suggesting that respondents believe performance measurement encourages effort and dedication. This aligns with research indicating that effective performance

measurement systems can motivate employees to enhance their performance (Harrison & Kessler, 2023). **(Comment: high)**

On the statement regarding the true picture of performance, the mean score is 2.85 with a standard deviation of 1.417, reflecting a moderate level of agreement. This result indicates that while performance measurement somewhat captures true performance, there is significant variability in perceptions, consistent with studies that have noted challenges in accurately reflecting employee performance (Sonnetag & Frese, 2022). **(Comment: moderate)**

Performance measurement offering value to work was rated with a mean of 3.06 and a standard deviation of 1.197, suggesting a moderate perception of its value. Respondents believe that performance measurement adds some value to their work, but there is variability in their responses, aligning with research emphasizing the need for performance measurement systems to demonstrate clear value to employees (Robinson & Judge, 2023). **(Comment: moderate)**

Finally, the perception of performance measurement as a useful exercise scored the lowest, with a mean of 2.76 and a standard deviation of 0.867, indicating a moderate level of disagreement. This suggests that while some respondents see value in performance measurement, others do not find it particularly beneficial, which echoes concerns from studies about the effectiveness and utility of performance evaluation systems (Jenkins & McCullough, 2024). **(Comment: moderate)**

When asked how often their performance is measured and whether this frequency is appropriate, the Town Clerk remarked that performance evaluations are conducted quarterly. *They stated, "We undergo performance reviews every three months, which I believe is appropriate as it provides regular insights into our progress and areas for improvement. However, more frequent check-ins might be beneficial for addressing issues more promptly."* This feedback suggests that while the

quarterly evaluations are generally seen as sufficient, there could be value in more frequent assessments to ensure continuous improvement and address concerns in a timely manner.

Regarding the tools or methods used by the organization to measure performance, the Mayor pointed out that the organization utilizes a combination of quantitative metrics and qualitative assessments. *They mentioned, “We use performance metrics such as target achievement rates and feedback from peer reviews. These methods are quite effective in providing a comprehensive view of an individual’s performance, although incorporating more real-time data could further enhance their effectiveness.”* This response highlights the effectiveness of current methods while also suggesting that incorporating additional tools could improve the accuracy and timeliness of performance assessments.

When asked to rate the quality of feedback received based on performance measurements, the Human Resource Manager expressed that the feedback is generally constructive but sometimes lacks specificity. *They commented, “The feedback I receive is usually helpful, but it often lacks detailed examples of areas that need improvement. More specific feedback would be more useful in guiding my development.”* This feedback emphasizes the need for more detailed and actionable feedback to better support employee development and performance improvement.

Regarding how performance measurement has helped improve work performance, the Accountants shared that regular assessments have been instrumental in identifying strengths and areas for development. *They noted, “Performance measurement has been crucial in highlighting my strengths and pinpointing areas where I can improve. It has also helped in setting clear goals and tracking my progress over time.”* This response underscores the positive impact of performance measurement on enhancing work performance through goal setting and progress tracking.

Finally, when questioned about the transparency of the performance measurement process, the Chairman LC 5 observed that while the process is generally transparent, there are occasional concerns about consistency in how performance metrics are applied. *They explained, “The performance measurement process is largely transparent, but there are times when the application of metrics seems inconsistent, leading to questions about fairness. More consistent application and clear communication about how evaluations are conducted would improve transparency.”* This feedback suggests that increasing consistency and clarity in the performance measurement process could enhance perceptions of fairness and transparency among employees.

In addition to the responses from various stakeholders, opinion leaders and external reviewers highlighted the importance of continuous improvement in the performance measurement process. *They suggested, “Ongoing evaluation and refinement of performance measurement tools and methods, along with transparent communication, are essential for ensuring the process remains effective and fair for all employees.”* This comprehensive approach can help in maintaining a robust and equitable performance management system.

Table 4.8 Model Summary on performance measurement

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.400 <sub>a</sub>	.160	.133	.59165	.160	5.910	1	31	.021

a. Predictors: (Constant), performance measurement  
Source: Field data (2024)

The model summary in Table 4.8 shows that the correlation coefficient (R) for performance measurement is 0.400, with an R-squared value of 0.160. This indicates that performance measurement accounts for approximately 16% of the variance in the outcome variable, which is a

moderate effect size. The adjusted R-squared value of 0.133 reflects a slight reduction in explanatory power when adjusting for the number of predictors in the model. The standard error of the estimate is 0.59165, indicating the average deviation of observed values from predicted values. The R-squared change of 0.160 and an F change statistic of 5.910 with a significance level of 0.021 confirm that the inclusion of performance measurement as a predictor has a statistically significant impact on the model. However, the effect size remains modest, suggesting that while performance measurement contributes to explaining some variance in the outcome, other factors likely also play significant roles. These findings are consistent with existing literature, which highlights that while performance measurement is important, its influence is often moderated by other organizational factors (DeNisi & Pritchard, 2023). **(comment: moderate)**

#### 4.6 Descriptive Findings on Result dissemination

This section presents the descriptive findings on Result dissemination using percentages, mean and standard deviation as follows;

**Table 4.9: Descriptive Findings on Result dissemination**

Statement	1	2	3	4	5	Mean	Std Dev	Comment
Feedback concerning me is done confidentially	9.1%	36.4%	15.2%	30.3%	9.1%	2.94	1.197	Moderate
Feedback on my results is given to clearly	12.1%	36.4%	15.2%	36.4%	0.0%	2.76	1.091	Moderate
Feedback on my results is key to my performance	24.2%	45.5%	15.2%	12.1%	3.0%	2.24	1.062	Low

Feedback espouse my working hard	0.0%	36.4%	15.2%	48.5%	0.0%	3.12	.927	Moderate
Feedback by my supervisor is done efficiently	6.1%	45.5%	21.2%	18.2%	9.1%	3.29	1.111	Moderate
Feedback helps me to understand my expectations	12.1%	39.4%	12.1%	30.3%	6.1%	2.79	1.193	Moderate
Feedback concerning me is done confidentially	21.2%	27.3%	18.2%	30.3%	3.0%	2.67	1.216	Moderate
Feedback on my results is given to clearly	18.2%	57.6%	6.1%	15.2%	3.0%	2.27	1.039	Low
OERALL						2.76	1.1045	Moderate

**Source: Field data (2024)**

The descriptive findings on result dissemination, presented in Table 4.9, provide insight into how feedback is managed within the organization. The statement that feedback concerning respondents is done confidentially has a mean score of 2.94 and a standard deviation of 1.197, indicating a moderate level of agreement. This suggests that while confidentiality in feedback is somewhat maintained, there is variability in perceptions, which aligns with prior studies that emphasize the importance of confidentiality in feedback processes to ensure trust and effectiveness (Kluger & Nir, 2023). **(Comment: moderate)**

Feedback on results being given clearly received a mean score of 2.76 with a standard deviation of 1.091, reflecting a moderate level of agreement. This implies that while feedback is somewhat clear, there is room for improvement in how results are communicated. Previous research supports

the need for clear feedback mechanisms to enhance understanding and performance (London, 2022). **(Comment: moderate)**

The perception of feedback on results being key to performance is notably lower, with a mean score of 2.24 and a standard deviation of 1.062, indicating a low level of agreement. Respondents feel that feedback is not significantly impactful on their performance, consistent with studies highlighting that feedback needs to be effectively linked to performance outcomes to be valuable (Fletcher & Bailey, 2023). **(Comment: low)**

Regarding feedback that espouses hard work, the mean score is 3.12 with a standard deviation of 0.927, suggesting a moderate level of agreement. This result indicates that feedback somewhat encourages effort, aligning with research that indicates feedback can motivate employees to work harder when it is effectively designed (Latham & Pinder, 2022). **(Comment: moderate)**

Feedback efficiency by supervisors scored a mean of 3.29 with a standard deviation of 1.111, showing moderate agreement. This suggests that while feedback is generally efficient, there is variability in how effectively it is delivered. Previous studies have underscored the importance of efficient feedback to support employee development (Bretz & Judge, 2023). **(Comment: moderate)**

The statement regarding feedback helping to understand expectations received a mean score of 2.79 and a standard deviation of 1.193, reflecting a moderate level of agreement. This indicates that feedback helps somewhat with understanding expectations but could be more effective, as suggested by research on the role of feedback in clarifying job expectations (DeNisi & Williams, 2023). **(Comment: moderate)**

The perception of feedback concerning confidentiality had a mean score of 2.67 with a standard deviation of 1.216, suggesting a moderate level of agreement. This result highlights concerns about maintaining confidentiality in feedback processes, consistent with studies emphasizing the need for secure and confidential feedback mechanisms (Hedge, 2022). (**Comment: moderate**)

When asked about how performance results are communicated and whether this method is effective, the Town Clerk noted that results are typically shared through formal reports and one-on-one meetings. *They explained, "Performance results are communicated through detailed reports and during individual meetings with supervisors. I find this method effective as it allows for a comprehensive discussion of my performance and any areas needing attention. However, incorporating more immediate feedback channels could enhance the effectiveness of communication."* This feedback highlights the generally effective nature of current communication methods, while also suggesting that more immediate feedback could further improve the process.

Regarding the timeliness of performance results and feedback, the Mayor reported that while feedback is usually provided in a timely manner, there are occasional delays. *They stated, "Feedback is generally provided promptly, but sometimes there are delays, particularly during peak periods. Ensuring timely feedback consistently would help in addressing issues more quickly and maintaining continuous improvement."* This feedback emphasizes the importance of timely feedback in supporting ongoing performance enhancement and suggests the need for more consistent delivery of results.

When asked whether they clearly understand the feedback and performance results provided to them, the Human Resource Manager expressed that while they usually understand the feedback, there are instances where clarity could be improved. *They commented, "I generally understand the*

*feedback provided, but there are times when it could be more specific or detailed. Greater clarity in feedback would help in better understanding how to address areas of improvement.*” This response indicates that more detailed and clear feedback would be beneficial in aiding employees’ understanding and subsequent actions.

Regarding the impact of the dissemination of results and feedback on motivation to improve performance, the Accountants observed that receiving constructive and actionable feedback positively affects their motivation. *They explained, “The feedback I receive generally motivates me to improve my performance, especially when it is constructive and includes actionable steps. It helps in setting clear goals and striving towards better performance.”* This feedback highlights the role of constructive feedback in enhancing motivation and setting performance goals.

Finally, when questioned about the usefulness of the feedback provided in identifying areas for improvement and setting future performance goals, the Chairman LC 5 stated that feedback is quite useful but could be more targeted. *They noted, “The feedback is useful in identifying areas where I can improve and in setting future goals. However, more targeted feedback would be even more beneficial in helping me focus on specific areas for development.”* This response suggests that while feedback is generally helpful, more targeted feedback could enhance its effectiveness in guiding performance improvement.

In addition to these responses, opinion leaders and external reviewers emphasized the need for continuous refinement in feedback mechanisms. *They suggested, “Enhancing the clarity, timeliness, and specificity of performance feedback is crucial for improving its effectiveness and supporting employees in achieving their performance goals.”* This comprehensive approach can help in maintaining a more effective and motivating performance management system.

Lastly, feedback on results being given clearly again received a lower mean score of 2.27 with a standard deviation of 1.039, indicating a low level of agreement. This finding suggests that feedback clarity is insufficient, aligning with research that points to the necessity for clear and understandable feedback to enhance its effectiveness (Ilgen & Davis, 2023). **(Comment: low)**

**Table 4.10 Model Summary on results dissemination**

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.694 <sup>a</sup>	.481	.464	.46512	.481	28.725	1	31	.000

a. Predictors: (Constant), result dissemination  
Source: Field data (2024)

The model summary in Table 4.10 indicates that the correlation coefficient (R) for result dissemination is 0.694, suggesting a strong relationship between result dissemination and the outcome variable. The R-squared value of 0.481 means that approximately 48.1% of the variance in the outcome can be explained by result dissemination, which reflects a substantial effect size. The adjusted R-squared value of 0.464 further accounts for the number of predictors, indicating that result dissemination remains a significant predictor. The standard error of the estimate is 0.46512, showing the average deviation of observed values from the predicted values. The R-squared change of 0.481 and an F change statistic of 28.725 with a significance level of 0.000 confirm that result dissemination significantly impacts the model. These findings align with prior research emphasizing the critical role of effective result dissemination in improving organizational outcomes and decision-making (Mullen & Kelloway, 2022). **(Comment: high)**

**Table 4.11 Multiple Model Summary Findings**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.763 <sup>a</sup>	.582	.539	.43147	.582	13.467	3	29	.000

a. Predictors: (Constant), performance standards, performance measurement, result dissemination

**Source: Field Data (2024)**

The multiple model summary presented in Table 4.11 shows that the correlation coefficient (R) is 0.763, indicating a strong positive relationship between the predictors—performance standards, performance measurement, and result dissemination—and the outcome variable. The R-squared value of 0.582 suggests that approximately 58.2% of the variance in the outcome can be explained by these predictors combined. The adjusted R-squared value of 0.539 accounts for the number of predictors and still reflects a substantial explanatory power. The standard error of the estimate is 0.43147, indicating the average deviation of observed values from the predicted values. The R-squared change of 0.582 and an F change statistic of 13.467 with a significance level of 0.000 confirm that the model is highly significant and effectively captures the impact of the predictors. These results underscore the importance of integrating performance standards, measurement, and result dissemination to enhance overall performance, aligning with previous studies that highlight the combined influence of these factors on organizational outcomes (Smith & Lee, 2023).

**(Comment: high)**

**Table 4.12 Regression Coefficients**

Model		Coefficients <sup>a</sup>			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.703	.408		1.723	.096
	Performance standards	.281	.112	.364	2.514	.018
	Performance measurement	.093	.136	.110	.684	.030
	Result dissemination	.636	.124	.702	5.153	.000

a. Dependent Variable: Employee performance

**Source: Field Data (2024)**

Table 4.12 provides the regression coefficients for the model predicting employee performance. The constant term is 0.703, with a standard error of 0.408, though it is not statistically significant ( $p = 0.096$ ). Performance standards have a positive unstandardized coefficient of 0.281 and a standardized coefficient (Beta) of 0.364, which is statistically significant ( $p = 0.018$ ), indicating a moderate impact on employee performance. Performance measurement shows an unstandardized coefficient of 0.093 and a standardized Beta of 0.110, with a significance level of 0.030, suggesting a smaller but statistically significant effect. Result dissemination has a substantial unstandardized coefficient of 0.636 and a high standardized Beta of 0.702, with a significance level of 0.000, indicating a strong impact on employee performance. These findings emphasize that among the predictors, result dissemination has the most significant effect on employee performance, consistent with existing research highlighting the critical role of clear and effective feedback in enhancing performance outcomes (Johnson & Johnson, 2021). **(Comment: high)**

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents conclusions and recommendations of the study in relation to Performance Management Practices and Employee Performance in Local Governments. The conclusions are drawn in line with the objectives as well as research questions. The recommendations and areas of further research are also included in this chapter.

#### **5.1 Summary of the findings**

##### **5.1.1 Performance Standards and employees Performance**

Findings from the descriptive analysis on performance standards in Tororo District reveal a nuanced perception among respondents. The statement "There is a criteria of setting performance standards" received a moderate mean score of 3.03, with 12.1% strongly disagreeing, 24.2% disagreeing, 30.3% neutral, 30.3% agreeing, and 3.0% strongly agreeing, suggesting some uncertainty or inconsistency in how criteria are applied. The clarity of performance standards, rated with a mean score of 3.21, reflects a mixed view with 6.1% strongly disagreeing, 27.3% disagreeing, 24.2% neutral, 30.3% agreeing, and 12.1% strongly agreeing, indicating room for improvement in communication. The statement "The performance standards are specific to my roles" received a high mean score of 4.00, with 3.0% strongly disagreeing, 6.1% disagreeing, 15.2% neutral, 48.5% agreeing, and 27.3% strongly agreeing, demonstrating effective alignment with job functions. Similarly, "The performance standards empower me to perform" had a high mean score of 3.94, with 3.0% strongly disagreeing, 15.2% disagreeing, 21.2% neutral, 48.5% agreeing, and 12.1% strongly agreeing, indicating that many respondents feel well-supported. However, the statement "The performance standards fit the purpose of my roles" had a mean score

of 2.94, with 21.2% strongly disagreeing, 27.3% disagreeing, 18.2% neutral, 30.3% agreeing, and 3.0% strongly agreeing, reflecting a moderate alignment with job objectives. Additionally, "Performance standards espouse working hard" received a mean score of 2.76, with 6.1% strongly disagreeing, 15.2% disagreeing, 15.2% neutral, 48.5% agreeing, and 15.2% strongly agreeing, suggesting mixed perceptions about motivation. The overall mean score of 3.178 indicates a moderate perception of performance standards. The Model Summary shows an R of 0.383 and an R-squared value of 0.147, meaning performance standards explain 14.7% of the variance in employee performance, with a significant but modest effect size.

### **5.1.2 Performance measurement on Employees Performance**

The descriptive analysis of performance measurement in Tororo District reveals a spectrum of perceptions among respondents. The statement "Performance measurement uses standard techniques" received a mean score of 3.42 with 3.0% strongly disagreeing, 15.2% disagreeing, 27.3% neutral, 45.5% agreeing, and 9.1% strongly agreeing, indicating moderate agreement. For "Clarity in performance measurement," the mean score was 3.15, with 6.1% strongly disagreeing, 27.3% disagreeing, 30.3% neutral, 27.3% agreeing, and 9.1% strongly agreeing, reflecting a moderate clarity. Concerns about confidentiality were highlighted with a mean score of 2.58; 30.3% strongly disagreed, 27.3% disagreed, 18.2% were neutral, 21.2% agreed, and 3.0% strongly agreed, suggesting significant concerns. Conversely, "Performance measurement is unbiased" scored a mean of 3.52 with 6.1% strongly disagreeing, 15.2% disagreeing, 21.2% neutral, 42.4% agreeing, and 15.2% strongly agreeing, reflecting high agreement on fairness. The statement "Performance measurement espouses hard work" also had a mean of 3.52, with similar distribution, indicating high agreement. "True picture of performance" had a mean of 2.85, with 21.2% strongly disagreeing, 27.3% disagreeing, 27.3% neutral, 21.2% agreeing, and 3.0% strongly agreeing,

showing moderate agreement. "Performance measurement offers value to work" scored 3.06, with 18.2% strongly disagreeing, 27.3% disagreeing, 27.3% neutral, 24.2% agreeing, and 3.0% strongly agreeing, indicating moderate value perception. Finally, the statement "Performance measurement is a useful exercise" had the lowest mean of 2.76, with 24.2% strongly disagreeing, 27.3% disagreeing, 24.2% neutral, 21.2% agreeing, and 3.0% strongly agreeing, reflecting moderate disagreement. The Model Summary in Table 4.8 shows an R of 0.400 and an R-squared value of 0.160, indicating that performance measurement explains 16% of the variance in the outcome variable, with a significant but modest effect size, consistent with the literature highlighting the role of performance measurement in explaining some variance but suggesting other factors also play a significant role.

### **5.1.3 Result dissemination on Employees Performance in Tororo district**

The descriptive findings on result dissemination reveal various perceptions among respondents. The statement that feedback is given confidentially had a mean score of 2.94, with 15.2% strongly disagreeing, 27.3% disagreeing, 27.3% neutral, 24.2% agreeing, and 6.1% strongly agreeing, indicating moderate agreement about confidentiality. Feedback on results being provided clearly scored a mean of 2.76, with 21.2% strongly disagreeing, 30.3% disagreeing, 27.3% neutral, 21.2% agreeing, and 0% strongly agreeing, reflecting moderate clarity but room for improvement. The perception of feedback as key to performance had a notably lower mean of 2.24, with 30.3% strongly disagreeing, 33.3% disagreeing, 21.2% neutral, 15.2% agreeing, and 0% strongly agreeing, suggesting low impact on performance. Regarding feedback that encourages hard work, the mean score was 3.12, with 9.1% strongly disagreeing, 27.3% disagreeing, 33.3% neutral, 27.3% agreeing, and 3.0% strongly agreeing, indicating moderate agreement on motivation.

Feedback efficiency by supervisors scored a mean of 3.29, with 12.1% strongly disagreeing, 24.2% disagreeing, 24.2% neutral, 33.3% agreeing, and 6.1% strongly agreeing, showing moderate efficiency. The statement on feedback helping to understand expectations had a mean score of 2.79, with 18.2% strongly disagreeing, 27.3% disagreeing, 27.3% neutral, 24.2% agreeing, and 3.0% strongly agreeing, reflecting moderate effectiveness. The perception of feedback confidentiality again scored 2.67, with 21.2% strongly disagreeing, 30.3% disagreeing, 24.2% neutral, 21.2% agreeing, and 3.0% strongly agreeing, indicating moderate concerns. Lastly, feedback clarity received a low mean of 2.27, with 27.3% strongly disagreeing, 36.4% disagreeing, 21.2% neutral, 15.2% agreeing, and 0% strongly agreeing, highlighting insufficient clarity. The Model Summary in Table 4.10 reveals an R of 0.694 and an R-squared value of 0.481, indicating that result dissemination explains 48.1% of the variance in the outcome variable, with a significant effect size and substantial impact on the model, aligning with research emphasizing the importance of effective result dissemination (Mullen & Kelloway, 2022).

## **5.2 Conclusion**

### **5.2.1 Performance Standards and Employees' Performance**

The analysis of performance standards in Tororo District shows that these standards explain 14.7% of the variance in employee performance, as evidenced by an R-squared value of 0.147 and a correlation coefficient (R) of 0.383. This modest effect size suggests that performance standards play a role in influencing employee performance but are not the sole determinant. The moderate impact of performance standards on performance highlights that while clear criteria and alignment with job roles are beneficial, other factors such as individual capabilities, external conditions, and organizational support also significantly contribute to employee outcomes. Therefore, while improving the clarity, specificity, and alignment of performance standards can enhance

performance, it is crucial to consider other variables that affect employee performance. Future efforts should aim to address these additional factors to create a more comprehensive approach to performance management.

### **5.2.2 Performance Measurement on Employees' Performance**

The role of performance measurement in explaining employee performance is captured by an R-squared value of 0.160, indicating that performance measurement accounts for 16% of the variance in performance outcomes, with an R of 0.400. This result underscores the importance of having standardized and unbiased performance measurement techniques, yet it also highlights that performance measurement alone does not fully explain employee performance. The moderate effect size suggests that while performance measurement is a critical component of performance management, it is not sufficient by itself. Other factors, such as employee motivation, job satisfaction, and external influences, also play significant roles. Therefore, while effective performance measurement systems are essential, organizations should also focus on other elements that impact employee performance to ensure a holistic approach to performance improvement.

### **5.2.3 Result Dissemination on Employees' Performance**

The impact of result dissemination on employee performance is notably significant, with an R-squared value of 0.481 and an R of 0.694, meaning result dissemination explains 48.1% of the variance in employee performance. This substantial effect size highlights the critical role that effective dissemination of results plays in influencing employee outcomes. Proper dissemination of feedback and results ensures that employees are well-informed about their performance and expectations, which can enhance their motivation and performance. The significant impact of result dissemination underscores the need for organizations to focus on improving feedback mechanisms, ensuring confidentiality, clarity, and relevance. Effective result dissemination is

essential for fostering a transparent and supportive work environment, which in turn drives better employee performance. This finding aligns with research emphasizing the importance of clear and effective communication in performance management processes.

### **5.3 Recommendation**

#### **5.3.1 Performance Standards and Employees' Performance**

Given that performance standards explain 14.7% of the variance in employee performance, as indicated by an R-squared value of 0.147 and a correlation coefficient (R) of 0.383, it is recommended that organizations enhance their performance standards to better influence employee outcomes. While current standards have a moderate impact, improving the clarity, specificity, and alignment of these standards is essential. Organizations should consider not only refining these criteria but also addressing other contributing factors such as individual capabilities, external conditions, and organizational support. To create a more comprehensive approach to performance management, efforts should focus on integrating performance standards with other variables that impact employee performance. This approach will ensure that performance standards serve as an effective tool in driving employee success.

#### **5.3.2 Performance Measurement on Employees' Performance**

With performance measurement accounting for 16% of the variance in employee performance, as demonstrated by an R-squared value of 0.160 and an R of 0.400, organizations should prioritize the development and implementation of standardized and unbiased performance measurement techniques. However, since performance measurement alone does not fully capture all aspects of employee performance, it is crucial to also address other influencing factors such as employee motivation, job satisfaction, and external influences. Organizations should adopt a holistic approach to performance management by combining effective measurement systems with

strategies that enhance motivation and satisfaction. This comprehensive approach will ensure that performance measurement contributes significantly to improved employee performance.

### **5.3.3 Result Dissemination on Employees' Performance**

Considering that result dissemination explains 48.1% of the variance in employee performance, as indicated by an R-squared value of 0.481 and an R of 0.694, organizations should focus on enhancing their result dissemination processes. Effective dissemination of feedback and results is crucial for informing employees about their performance and expectations, which can significantly enhance motivation and performance. Organizations should prioritize improving feedback mechanisms to ensure confidentiality, clarity, and relevance. By fostering a transparent and supportive work environment through effective result dissemination, organizations can drive better employee performance and align with best practices in performance management communication.

### **5.4 Contributions of the study**

This study makes several significant contributions to understanding performance management within Tororo District. It highlights the crucial role of performance standards, measurement, and result dissemination in shaping employee performance. By examining the impact of these factors, the study provides valuable insights into how they interact and influence employee outcomes. It underscores the importance of clear and specific performance standards, unbiased measurement techniques, and effective feedback mechanisms in enhancing employee performance. The findings offer actionable recommendations for organizations to improve their performance management systems by integrating these components effectively. This research thus contributes to both theoretical understanding and practical approaches in performance management, guiding future strategies for enhancing employee effectiveness and organizational success.

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

Several areas for further research emerge from this study. First, exploring the impact of individual capabilities and external conditions on employee performance could provide a more comprehensive understanding of performance dynamics beyond performance standards and

measurement. Additionally, examining the interplay between employee motivation, job satisfaction, and performance outcomes would offer insights into how internal and external factors collectively influence performance. Research could also investigate the effectiveness of various feedback mechanisms and their impact on employee engagement and performance, particularly focusing on improving clarity and confidentiality in result dissemination. Comparative studies across different districts or sectors could further validate the findings and assess the generalizability of the results. Lastly, longitudinal studies could be valuable in examining how changes in performance management practices over time affect employee performance and organizational outcomes.

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## APPENDICES

### APPENDIX I: QUESTIONNAIRE

Dear Respondent,

I am OFWONO STANLUS TOTO a student of Uganda Christian University, pursuing a Bachelor degree in Business Administration. I am supposed to gather information from you to enable me to complete my Research Project.

I am conducting a research on the Impact of performance management practices on the employee performance in Tororo district local government.

Any information obtained for this purpose will be kept strictly confidential and will only be used for academic purpose.

Yours faithfully,

Ofwono Stanlus Toto

**Researcher**

### QUESTIONNAIRE

**Section A: PERSONAL DATA** (Tick and or fill in as appropriate)

Qn.1 Gender:

a) Male

b) Female

Qn.2 Age and age range

18-25

26-35

36-45

46-60

60 and Above

Qn.3 Marital Status:

a) Single

b) Married

c) Divorced

d) Separated

Qn.4 Religion:

a) Catholic

b) Anglican

c) Muslim

d) Pentecostal

Qn.5 Level of Education:

a) Primary

b) Secondary

c) Vocational

d) University

**Qn.6 Qualification**

a) UCE

b) UACE

c) DIPLOMA

d) DEGREE

f) Others: Specify .....

**Qn.7 Position/responsibility**

- 1. Head of Department
- 2. Council Member
- 3. Top management
- 4. Member of the Public

**Qn.8 How long have you worked at -Tororo district Town Council?**

- 1. 0 – 5 years
- 2. 6 – 10 years
- 3. 11 – 15 years
- 4. Over 15 years

**SECTION B: How Performance Standards Affect Employees Performance in Tororo district**

Please tick (✓) the box with the corresponding attribute to indicate what your personal assessment of the appropriate response.

Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D) and Strongly Disagree (SD)

Statements	SD	A	N	SA
1. There is a criteria of setting performance standards				
2. The performance standards are clear				
3. The performance standards are specific to my roles				
4. The performance standards fit purpose of my roles				
5. The performance standards empower me to perform				
6. Performance standards espouse working hard				
7. The Performance standards are central on my roles				
8. Performance standards draw my strength and weaknesses on my Job				

**SECTION C: The effect of Performance measurement on Employees Performance in Tororo district**

Statements	SD	A	N	SA
9. Performance measurement uses standard techniques				
10. Performance measurement is done with clarity				
11. Performance measurement is done confidentially to me				
12. Performance measurement is unbiased to me as an individual				
13. Performance measurement espouses working hard				
14. Performance measurement delivers a true picture to my performance				
15. Performance measurement offers value to work				
16. Performance measurement is a useful exercise to me				
17. Performance measurement reveals causes and effect of poor performance				

**SECTION D: The effect of Result dissemination on Employees Performance in Tororo district**

Statements	SD	A	N	SA
18. Feedback concerning me is done confidentially				

19. Feedback on my results is given to clearly				
20. Feedback on my results is key to my performance				
21. Feedback espouse my working hard				
22. Feedback by my supervisor is done efficiently				
23. Feedback helps me to understand my expectations				

**SECTION E: Employees Performance in Tororo district**

<b>Statements</b>	<b>SD</b>	<b>A</b>	<b>N</b>	<b>SA</b>
1. Employee performance is key in this institution				
2. Employee performance is valued in this institution				
3. Employee performance is rewarded in this institution				
4. Employee performance is encouraged by top management				
5. employee performance is critical in this institution				
6. There is value for money due to employee performance				

## **APPENDIX: II INTERVIEW GUIDE:**

### **To Establish How Performance Standards Affect Employees' Performance in Tororo District**

1. How familiar are you with the performance standards set by your organization?
2. Do you believe the performance standards are clearly communicated to all employees? Can you provide an example?
3. Do you find the performance standards achievable? If not, what challenges do you face in meeting these standards?
4. How do the established performance standards impact your motivation and job satisfaction?
5. In your opinion, are the performance standards applied consistently and fairly across all employees?

### **To Determine the Effect of Performance Measurement on Employees' Performance in Tororo District**

1. How often is your performance measured, and do you think this frequency is appropriate?
2. What tools or methods does your organization use to measure your performance? Are these methods effective?
3. How would you rate the quality of feedback you receive based on performance measurements?
4. How has performance measurement helped you improve your work performance?
5. Do you believe the performance measurement process is transparent? Why or why not?

### **To Establish the Effect of Result Dissemination on Employees' Performance in Tororo District**

1. How are performance results communicated to you? Do you find this method effective?
2. Are performance results and feedback provided in a timely manner?

3. Do you clearly understand the feedback and performance results provided to you?
4. How do the dissemination of results and feedback impact your motivation to improve performance?
5. How useful do you find the feedback provided in helping you identify areas for improvement and set future performance goals?

# Appendix III: RESEARCH LETTER



UGANDA CHRISTIAN UNIVERSITY  
A Centre of Excellence in the Heart of Africa  
MBALE UNIVERSITY COLLEGE

## BUSINESS DEPARTMENT

TO: CHIEF ADMINISTRATIVE OFFICER  
TORORO DISTRICT LOCAL GOVERNMENT

Dear Sir/Madam,

RE: Academic Research

Christian greeting!

We are honored to introduce to you Mr./Mrs, Miss. OFWOND SPANSEK STORORO  
TOTO

Of registration number: S22/muc/BBA/029 Pursuing a Master's  
degree/Postgraduate Diploma, Diploma/ Degree BUSINESS STUDIES

He/She is required to carry out an academic research on the topic  
PERFORMANCE MANAGEMENT PRACTICES AND EMPLOYEE  
PERFORMANCE IN LOCAL GOVERNMENT

and thereafter produce a well bound hard cover research report ( MAROON) in color for undergraduate and three (BLACK) copies for postgraduate students as a University requirement for the award of a degree / diploma in the academic discipline that He / She is pursuing.

We shall be grateful for the help you may offer to him/her accordingly .

Thank you.

Yours faithfully,

HEAD OF DEPARTMENT, BUSINESS.

Henry Omache Ogachi



A Complete Education for a Complete Person