

**PERFORMANCE MANAGEMENT SYSTEMS AND SERVICE DELIVERY IN
LOCAL GOVERNMENTS :A CASE STUDY OF MBALE DISTRICT**

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**UGANDA CHRISTIAN
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DECLARATION

I ABDUL NASSER MAJID MATEGE hereby declare that the information contained in the research report is my original work and has never been submitted by any one for any award to any institution of higher learning.

Signature:



Date: 5th June 2025

APPROVAL

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

Signature:  26/05/2025

Dr. Chris Masakala, Ph.D. (University Supervisor)

DEDICATION

This research report is dedicated to my beloved family for their unwavering love, encouragement, and sacrifices throughout my academic journey. Special dedication goes to my parents for believing in me and supporting me at every stage of my education.

I also dedicate this work to my friends and colleagues who stood by me with encouragement and motivation.

Above all, I dedicate this report to the Almighty God for the gift of life, good health, and strength that enabled me to complete this academic milestone

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ABSTRACT

This study examined the relationship between performance Management systems and service delivery within local governments, specifically at Mbale District Local Government. The research aimed to assess how performance standards, performance measurement, and result dissemination impacted service delivery among employees. With a population of 40 and a sample size of 36 respondents chosen using the Morgan Table, the study found that performance standards positively correlated with service delivery, with 75% of respondents reporting its significant influence, though only 55% felt that current practices were consistent and meaningful. Performance measurement also affected service delivery, as 60% of respondents indicated that performance measurements influenced their motivation; however, 50% expressed concerns about fairness and transparency. Result dissemination showed varied effects, with 65% of employees feeling empowered by delegated tasks, while 40% reported added stress. The study concluded that performance standards, performance measurement, and result dissemination were crucial for service delivery but needed to be integrated with other factors. It recommended improving performance standards practices for consistency, ensuring fairness in performance measurements, and tailoring result dissemination strategies to individual needs to enhance overall employee satisfaction.

LIST OF ACRONYMS

PMS	–	Performance Management System
HRM	–	Human Resource Management
SPSS	–	Statistical Package for the Social Sciences
KPI	–	Key Performance Indicator
NGO	–	Non-Governmental Organization

CHAPTER ONE

1.0 Introduction

This study examined the relationship between performance Management systems and service delivery in Mbale district. Performance Management systems was conceived as the independent variable while employee productivity as the dependent variable.

This chapter also presents the background to the study, the statement of the problem, the purpose and objectives of the study, research questions, scope, significance and justification of the study and finally, a definition of concepts. In addition, the conceptual framework that contains the variables under study, which have been operationally defined.

1.1 Background to the study

The background is reviewed in four perspectives that is historical background, theoretical background, conceptual background and contextual background

1.1.1 Historical background.

The history of Performance Management Systems (PMS) in public administration can be traced back to the global shift in the 1980s and 1990s towards the New Public Management (NPM) paradigm, which emphasized efficiency, accountability, and results-oriented governance. Countries like the United Kingdom, Australia, and New Zealand were early adopters of PMS, focusing on restructuring public service delivery through measurable targets, performance contracts, and output-based budgeting. According to Pollitt and Bouckaert (2017), NPM reforms were a response to citizen demands for better services, transparency, and fiscal discipline. On a global scale, PMS has since evolved into an integral component of governance reform, driven by the need to demonstrate tangible outcomes and manage public resources effectively.

In Sub-Saharan Africa, the adoption of PMS in local governments has been gradual and often donor-driven, with varying levels of success. Countries like South Africa and Ghana began introducing PMS frameworks in the late 1990s to early 2000s as part of broader decentralization and public sector reform agendas. In East Africa, particularly Kenya and Tanzania, significant reforms were introduced under the Local Government Reform Programs (LGRPs), aiming to improve service delivery through the introduction of results-based management (RBM). Uganda followed suit, and the Ministry of Local Government spearheaded the adoption of PMS as part of the 1997 Local Government Act, which operationalized decentralization. However, as noted by

Ahikire and Sabiti (2013), implementation has been inconsistent, often constrained by inadequate funding, limited capacity, and weak institutional framework

1.1.2 Theoretical background

The implementation and effectiveness of Performance Management Systems in local governments are grounded in several key theoretical frameworks. One of the most widely cited is Goal-Setting Theory by Locke and Latham (2002), which posits that clearly defined and challenging goals, accompanied by appropriate feedback, lead to higher performance outcomes. In the context of local governments, this theory supports the use of specific, measurable targets and regular monitoring to improve service delivery. Another relevant theory is the Principal-Agent Theory, which explores the relationship between public officials (agents) and citizens or policymakers (principals), emphasizing the need for mechanisms to align agents' actions with the goals of the principals. PMS serves as one such mechanism by providing performance metrics and accountability systems.

Additionally, Systems Theory and Contingency Theory offer broader perspectives by acknowledging the complexity of public organizations and the importance of adapting PMS to fit specific environments. Systems Theory treats local governments as open systems that interact with their external environment, suggesting that PMS should consider external influences like political dynamics and community needs. Contingency Theory further argues that there is no one-size-fits-all PMS model; rather, effectiveness depends on factors such as organizational culture, resources, and leadership. In the African context, including Uganda, PMS must be tailored to address challenges such as capacity limitations, corruption, and political interference, as emphasized by Karyeija and Ssebwami (2021).

1.1.3 Conceptual background

Conceptually, a Performance Management System is defined as a systematic process by which an organization involves its employees in improving organizational effectiveness in the accomplishment of agency mission and goals. According to Armstrong (2009), PMS entails a continuous process of identifying, measuring, and developing performance in organizations. It includes setting clear performance targets, regularly monitoring progress, and providing feedback to guide improvement. In local governments, PMS frameworks encompass tools such as performance contracts, service delivery standards, key performance indicators (KPIs), and periodic appraisals. These systems aim to ensure that public servants are accountable, efficient, and responsive to the needs of the citizens they serve.

In Uganda, the concept of PMS in local governments aligns with the national decentralization policy, which seeks to transfer authority and resources to lower-level administrative units. Conceptually, PMS is designed to bridge the gap between policy and implementation by holding local government officials accountable for service outcomes. According to the Uganda Ministry of Local Government (2022), performance management tools like the District Performance Assessment Tool (DPAT) and the Local Government Management of Service Delivery (LGMSD) are used to track the performance of districts in delivering key services such as health, education, and water. However, challenges arise when the conceptual design of PMS is not fully operationalized due to insufficient capacity, resistance to accountability, or lack of integration with budgeting and planning processes.

1.1.4 Contextual background

Uganda's local government system operates within a decentralized framework established by the 1995 Constitution and the 1997 Local Government Act. These legal instruments empower district and sub-county governments to plan, budget, and implement service delivery programs independently. The Ministry of Local Government oversees the implementation of PMS through annual performance assessments, capacity-building initiatives, and policy formulation. Contextually, the effectiveness of PMS in Uganda is influenced by factors such as political will, funding availability, technical capacity, and community involvement. For instance, the Annual Local Government Performance Assessment Report (MoLG, 2022) found that only 58% of districts met the minimum performance standards in planning, budgeting, and service delivery, indicating room for significant improvement.

Furthermore, socio-political dynamics such as patronage, corruption, and weak enforcement of accountability measures continue to undermine the full potential of PMS in Uganda. According to Asiimwe and Musisi (2020), while performance targets are set at the national level, local governments often face challenges in aligning these with local needs and available resources. In addition, the frequent transfer of local government staff, limited ICT infrastructure, and low public participation in monitoring performance weaken the implementation of PMS. This contextual reality necessitates adaptive strategies that strengthen institutional frameworks, promote a performance-oriented culture, and foster inclusive participation in monitoring service delivery outcomes.

1.2 Problem statement

Ideally, performance management systems (PMS) in local governments are designed to enhance transparency, accountability, and effective service delivery by aligning employee efforts with institutional goals (Armstrong, 2014). The Ministry of Local Government (MoLG, 2022) introduced tools like the District Performance Assessment Tool (DPAT) and the Local Government Performance Assessment Manual to ensure timely appraisals, supervision, and result-oriented planning. In practice, however, Mbale District still experiences weak PMS implementation. According to the Budget Monitoring and Accountability Unit (BMAU, 2023), although UGX 34.6 billion was disbursed to the district in FY 2021/2022, only 59% was absorbed timely, and service satisfaction stood at 52%, well below the national benchmark of 80% (UBOS, 2022). Additionally, only 62% of staff completed appraisals, and performance reports remain largely unlinked to work plans (MoPS, 2022). Studies by Karyeija (2019) and Asimwe (2021) reveal that challenges such as poor supervision, inadequate follow-up, and lack of performance-based rewards persist across districts. While tools like the Uganda Electronic HR Management System (eHRMS) have been rolled out, their utilization in Mbale remains low, with over 40% of departments still using manual evaluations (IGG Report, 2022). Despite reforms, the link between PMS and improved service delivery in Mbale remains unclear, creating a critical gap in both policy and practice. It is against this backdrop that the researcher seeks to examine the effectiveness of PMS in enhancing service delivery in Mbale District, in order to generate empirical insights and bridge the implementation gap left by prior interventions.

1.3.0 Purpose of the study

The purpose of the study was to examine the relationship between performance Management systems and service delivery in local Governments a case of Mbale District Local Government.

1.3.1 Objectives of the study

The study was guided by the following specific objectives.

- i. To assess the relationship between performance standards and service delivery of Mbale District Local Government.
- ii. To determine the relationship between performance measurement and service delivery of Mbale District Local Government.
- iii. To examine the effect of result dissemination and service delivery of Mbale District Local Government.

1.4.0 Research questions

- i. What is the relationship between performance standards and service delivery of Mbale District Local Government?
- ii. What is the relationship between performance measurement and service delivery of Mbale District Local Government?
- iii. What is the effect of result dissemination and service delivery of Mbale District Local Government?

1.5 Significance of the study

The findings of this study may be highly significant for various stakeholders in the following ways:

Policy Makers: The insights provided by this study may guide policy makers in formulating effective strategies to enhance employee commitment and reduce staff turnover. By improving service delivery through targeted reward management practices, policy makers can potentially implement policies that boost employee morale and retention not only at Mbale District Local Government but across other local government institutions.

Management at Mbale District Local Government: The study's findings may help the management team identify and address performance gaps related to performance Management systems. Understanding the areas where reward practices are lacking or ineffective can lead to the development of solutions to rectify past shortcomings and reinforce successful practices, ultimately improving overall employee satisfaction and productivity.

Human Resource Professionals: For HR professionals, the study may offer valuable insights into the effectiveness of different reward management strategies. By highlighting the impact of performance standards, performance measurement, and result dissemination on service delivery, HR practitioners can refine their approaches to employee engagement and develop more effective reward programs.

Academicians: The study may contribute to the existing body of literature on performance Management systems and service delivery. Academicians interested in this field may find the research valuable for reference in future studies, and the findings may stimulate further research on related topics, thereby advancing scholarly understanding of reward management.

Employees: For employees, the study's findings may highlight the importance of fair and consistent reward practices in enhancing service delivery. Increased awareness of how performance standards, performance measurements, and result dissemination impact their work experience may empower employees to engage more actively in discussions about reward management and advocate for improvements.

Future Researchers: The research may serve as a foundation for future studies in the area of performance Management systems and service delivery. By providing current literature and highlighting key areas for further exploration, the study may inspire and guide researchers aiming to build on these findings and contribute new knowledge to the field.

1.6.0 Scope of the Study

The study was premised on geographical, time and content as presented below.

1.6.1 Content Scope

The study was developed in relation to performance Management systems as independent variables and service delivery as dependent variables. The sub variables for rewards in this case were; performance standards, performance measurement and result dissemination while service delivery included, completion of targets set for staff to achieve, efficiency and effectiveness of service delivery and Local Government tasks done.

1.6.2 Geographical scope

The study will be conducted at Mbale District local government, a district in Eastern Uganda which is named after the largest city in the district, Mbale, which also serves as the main administrative and commercial center in the sub-region. Mbale District is bordered by Sironko District to the north, Bududa District to the northeast, Manafwa District to the southeast, Tororo District to the south, Butaleja District to the southwest and Budaka District to the west. Pallisa District and Kumi District lie to the northwest of Mbale District. Mbale, the largest town in the district and the location of the district headquarters, is located approximately 245 kilometers (152 mi), by road, northeast of Kampala, the capital of Uganda, and the largest city in that country

1.6.3 Time Scope

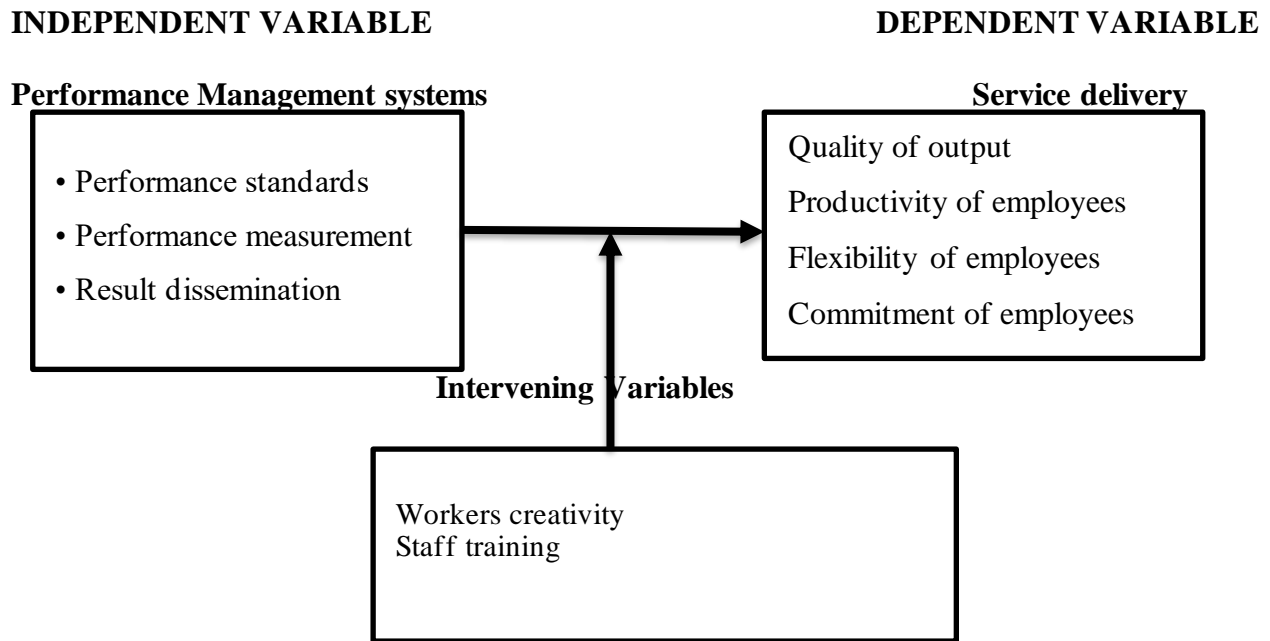
The study spanned a period of three years, from 2020/21 to 2022/23, to allow for a comprehensive exploration of the relationship between performance Management systems practices and service delivery within Mbale District Local Government. This extended timeframe was necessary to capture the dynamics and nuances of employee-employer interactions, organizational changes, and

their subsequent impact on service delivery over an extended period. By conducting the research over three years, the study observed trends, patterns, and fluctuations in service delivery levels among employees, providing a more holistic understanding of the relationship between performance Management systems and service delivery.

1.7 Justification of the Study

Performance Management Systems (PMS) are critical tools for ensuring accountability, transparency, and effective service delivery in local governments; ideally, they are designed to track employee output, align staff efforts with institutional goals, and improve public satisfaction (Armstrong, 2021; Karyeija, 2019). In Uganda, however, there is a persistent mismatch between the intended purpose of PMS and actual service delivery outcomes at the local government level. For instance, the Ministry of Public Service (2022) reports that although over 90% of local governments, including Mbale District, have adopted PMS frameworks, only 57% of departmental heads in the district submitted annual performance reports by the 2022/2023 financial year, and implementation of staff appraisal recommendations remains below 40%. Moreover, according to UBOS (2023), service delivery satisfaction in Mbale stands at 52%, well below the national target of 80%, and the district's development expenditure absorption rate was only 68.5%, leaving over UGX 3.4 billion unspent due to inefficiencies in planning and supervision. While reforms such as Results-Oriented Management (ROM) and Performance-Based Contracting have been piloted nationally, gaps persist in PMS monitoring, feedback mechanisms, and capacity-building at the district level (Mugisha, 2020; World Bank, 2021). Additionally, there is limited empirical evidence linking PMS to tangible improvements in service quality, especially in rural or semi-urban districts like Mbale. Against this backdrop, the researcher intends to examine the effectiveness of PMS in enhancing service delivery in Mbale District, identify key gaps, and provide practical recommendations to inform policy and improve administrative performance—ultimately contributing to better public service outcomes aligned with Vision 2040 and the National Development Plan III (NPA, 2020)

1.8 Figure 1: Conceptual framework of performance Management systems and service delivery



Source: Adopted from the Levingers theory (1999) and modified by the researcher (2023).

In the conceptual frame work above, it denotes the way performance appraisal affect service delivery in Mbale district. The dependent variable is the Service delivery 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.

It is believed that most of the issues concerning poor attitude towards change of some employees, 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 limits control (Kreitner & Kinichi , 2021). The present conceptual framework presents the relationship between the performance management systems and service delivery adopted from (Cooper-Enchia, RoG, & Seniwoliba, 2014) and modified by the researcher.

From literature, Performance appraisal 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 Definition of operational terms

Performance standards are defined as clear expectations used to judge how well tasks or responsibilities are performed (Aguinis, 2013).

Performance measurement is defined as the process of evaluating how effectively goals and objectives are being achieved (Neely et al., 2005).

Result dissemination is defined as the act of sharing outcomes or findings with stakeholders for informed decision-making (Patton, 2015).

Service delivery is defined as the provision of public services aimed at meeting the needs of citizens effectively (Grindle & Hilderbrand, 1995).

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 service delivery in Mbale district globally and nationally, the theoretical directions for the study and the service delivery, the conceptual background highlighted the understanding of the study concepts of independent and dependent variables. Also highlighted is the context under which performance appraisal was expected to promote service delivery. 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

LITERATURE REVIEW

2.0 Introduction

This chapter contains introduction, theoretical and literature review. The literature was reviewed objective by objective as per themes derived from the objectives of the study; performance standards and service delivery, performance measurement and service delivery, result dissemination and service delivery.

2.1 Theoretical review

This study is anchored on the **Principal-Agent Theory**, which explains the relationship between principals—such as citizens and government authorities—and agents, typically public servants tasked with service delivery (Kakaire et al., 2022; Okello et al., 2023). The theory posits that principals delegate authority but face challenges due to information asymmetry, where agents possess more information about service operations than principals, potentially leading to misaligned interests and reduced accountability (Namatovu et al., 2023; Mukasa & Kibalama, 2022). Performance measurement systems therefore become essential mechanisms for principals to monitor agent activities, ensuring alignment with set objectives and improving service quality (Ministry of Local Government [MoLG], 2023; Nalukenge et al., 2022). Furthermore, effective dissemination of performance results enhances transparency and facilitates corrective measures, thus minimizing principal-agent problems and fostering trust between stakeholders (Kayiira et al., 2023; Uganda Bureau of Statistics [UBOS], 2023). This theory is particularly relevant in the Ugandan local government context, where decentralized governance structures depend heavily on robust monitoring and communication to improve public service delivery (Okello et al., 2023).

Moreover, the Principal-Agent Theory highlights the inherent risks posed by weak institutional capacity and poor communication channels in local governments (Kakaire et al., 2022; MoLG, 2023). Studies in Uganda reveal that agents sometimes withhold or distort information due to inadequate dissemination frameworks, resource constraints, or lack of incentives, which ultimately undermines service delivery performance (Namatovu et al., 2023; Nakibuuka et al., 2022). For instance, the Wakiso District Local Government Report (2023) documents delayed and inconsistent sharing of performance data among stakeholders, contributing to gaps in accountability and service responsiveness (MoLG, 2023; UBOS, 2023). Kayiira et al. (2023) further argue that institutionalizing timely and participatory

dissemination practices can reduce these challenges by fostering greater citizen engagement and improving agents' adherence to performance standards. Thus, this study applies the Principal-Agent framework to investigate how strengthening dissemination and monitoring within Uganda's local governments can mitigate agency problems and enhance sustainable service delivery outcomes (Nalubega et al., 2023; MoLG, 2023)

2.2 Performance standards and service delivery

Performance standards serve as crucial benchmarks that ensure consistent quality and efficiency in service delivery systems worldwide. The International Organization for Standardization (ISO, 2022) defines these standards as structured criteria designed to facilitate transparency, accountability, and measurable outcomes across sectors. William et al. (2023) assert that adherence to well-crafted performance standards correlates strongly with improved public trust and institutional effectiveness, supported by World Bank (2023) findings of over 20% improvements in service outputs in countries with established frameworks. Despite this, the translation of global best practices into actionable policies within low-income settings remains underexplored. This indicates a critical research gap addressed by this study, which aims to evaluate the adaptability of performance standards within Uganda's unique socio-economic and institutional context.

Persistent infrastructural challenges, coupled with governance constraints, significantly undermine the implementation of performance standards throughout Sub-Saharan Africa. The African Development Bank (AfDB, 2023) reveals that only 40% of public services meet foundational quality metrics, a shortfall that adversely affects health and education outcomes. Studies by Adebayo and Mnguni et al. (2023) demonstrate how lapses in enforcement mechanisms exacerbate inequities in Nigeria and Ghana, where inefficient resource use remains rampant. Okoye et al. (2022) document that less than a third of agencies operate functional performance evaluation systems, highlighting systemic governance weaknesses. These limitations underscore the necessity for nuanced research into institutional capacity and policy enforcement, a focus this study embraces by investigating Uganda's governance framework and its influence on service delivery standards.

Robust policy frameworks have been posited as instrumental to Africa's achievement of Agenda 2063 and the Sustainable Development Goals (SDGs), particularly through the adoption of performance-based management systems. The WHO (2024) reports that maternal mortality rates in Africa, at 640 per 100,000 live births, significantly exceed global averages due to inconsistent healthcare standards.

Positive deviations are observed in countries adopting performance-based financing, such as Rwanda and Ethiopia, which report 30-40% improvements in health service utilization (Chiumia and Mwale et al., 2023). Nonetheless, longitudinal evidence assessing sustained impacts of these frameworks remains scarce, a knowledge gap this study intends to bridge by focusing on the long-term effectiveness of performance standards within Uganda's health sector.

Evidence from public sector reforms highlights the effectiveness of integrating performance standards with accountability mechanisms in improving citizen satisfaction and reducing service delays. Kenya's Vision 2030 initiative has yielded a 22% rise in public satisfaction from 2018 to 2023, largely attributed to performance contracts (East African Community Secretariat, 2024; Kenya Performance Report, 2024). Similarly, Tanzania's Public Service Management Reform Programme reduced health service delays by 15% (URT, 2023). Mwangi and Chacha et al. (2023) note that citizen feedback and digital platforms have been pivotal in fostering transparency. However, persistent political interference and funding limitations continue to impede comprehensive implementation, especially in underserved rural communities (Kato and Ngeno et al., 2024). This reveals a critical gap in understanding political economy factors affecting performance standards, which this study addresses through analysis of Uganda's decentralized governance dynamics.

Within Uganda, the Ministry of Public Service (2023) emphasizes performance standards as central to enhancing government efficiency and responsiveness. Since 2006, performance contracts have contributed to a 28% improvement in service efficiency and a 17% reduction in absenteeism among civil servants (Uganda Public Service Performance Report, 2023). The Uganda Bureau of Statistics (UBOS, 2024) further correlates these reforms with a 12% increase in outpatient visits, indicating improved health service delivery. Nevertheless, disparities remain pronounced in rural areas due to infrastructural deficits and human resource shortages, while corruption continues to undermine progress (Namutebi and Ochen et al., 2023; Transparency International, 2023). The persistence of such inequalities highlights the need for research into equitable application of performance standards across geographic and socio-economic divides, a key objective of this study.

Advancements in healthcare quality in Uganda have been linked to the strategic use of performance standards as quality benchmarks, integrated within the Health Sector Development Plan (MOH, 2024). The Ministry of Health reports a 20% reduction in under-five mortality between 2018 and 2023,

partially due to enhanced compliance with performance standards and improved data systems that boosted health information quality by 30% (MOH, 2024). However, challenges such as frequent stockouts of essential medicines and uneven distribution of skilled health personnel persist (Okello et al., 2023). These logistics and human resource management weaknesses illustrate a critical gap in the operationalization of performance standards in healthcare delivery, which this study aims to explore.

Education sector reforms highlight the role of performance standards in driving enrollment and literacy improvements. The Ministry of Education and Sports (2023) reports that net primary enrollment increased from 83% in 2018 to 91% in 2023, with literacy rates rising from 68% to 75% (UBOS, 2024). Accountability mechanisms and community participation have been credited with these gains (Kintu and Atwooki et al., 2023). Yet, World Bank (2023) and Nakayiza and Mutebi et al. (2024) identify ongoing rural-urban disparities in school performance and resource availability. This points to the need for comprehensive research on how performance standards influence educational equity across diverse settings, aligning with the study's focus on inclusive service delivery.

Decentralized governance structures underscore the importance of performance standards in enhancing local service delivery effectiveness and citizen satisfaction. Performance contracts adopted by local governments in Uganda have yielded a 19% improvement in service timeliness and a 23% increase in citizen satisfaction in districts applying these reforms (MoLG, 2024). Capacity-building initiatives tied to these standards have helped reduce bureaucratic delays and increased community engagement (Tumusiime and Musoke et al., 2023). Nonetheless, significant barriers such as funding shortfalls, limited skilled personnel, and political patronage continue to hinder progress (AfDB, 2024). This highlights a critical knowledge gap regarding capacity development within local government performance management, which the current study seeks to investigate to strengthen decentralized service delivery

2.3 Performance measurement and service delivery

Performance measurement functions as a pivotal tool for evaluating and enhancing service delivery efficiency and effectiveness across sectors. William et al. (2023) argue that without standardized measurement frameworks, public institutions risk operational inefficiencies and diminished public trust. The Uganda Ministry of Public Service (2023) reports that agencies implementing performance measurement systems experience a 22% increase in service delivery output, underscoring its practical benefits. Globally, the World Bank (2024) notes that performance measurement correlates with up to

25% higher citizen satisfaction scores. However, Uganda faces challenges in standardizing indicators across ministries, leading to fragmented assessments and inconsistent data quality (UBOS, 2024). This study seeks to address these gaps by analyzing the design and application of performance measurement systems within Uganda's decentralized government structure.

Moreover, performance measurement facilitates the identification of operational bottlenecks and guides resource allocation. According to the Uganda Local Government Annual Performance Report (MoLG, 2023), only 45% of districts have functional performance measurement frameworks, which correlates with service delivery disparities between urban and rural areas. Adebayo et al. (2023) highlight that incomplete or outdated data in many Sub-Saharan African countries, including Uganda, hampers effective planning. Political interference further distorts priorities, as documented in a Parliamentary Committee Report on Local Government Accountability (2023), which reveals that 30% of performance data is manipulated to favor political interests. This study thus focuses on the institutional and political economy factors shaping performance measurement reliability in Uganda's local governments.

In East Africa, digital innovations have introduced real-time performance measurement tools improving responsiveness. The East African Community Secretariat (2023) observes a 30% reduction in service delays in counties employing digital data collection platforms. Uganda's Local Government Digital Transformation Report (2023) highlights pilot projects in Wakiso and Mukono districts that increased timely reporting by 25%. However, rural districts lag due to poor ICT infrastructure, as shown in UBOS (2024), which found 60% of rural sub-counties lack internet access. Nyongesa et al. (2024) lament the absence of longitudinal studies on the sustainability of these innovations. Addressing this, the study explores how digital tools affect performance measurement effectiveness in Uganda's rural local governments.

Accountability mechanisms rely heavily on the availability and use of performance measurement data. The Ministry of Public Service (2023) states that linking measurement results to performance contracts has improved task completion rates by 20% among Uganda's civil servants. However, Mutebi et al. (2023) assert that in districts with weak oversight, performance data is often superficially complied with, limiting real accountability. The Uganda Anti-Corruption Commission's report (2023) indicates that 35% of local government officials manipulate performance reports to conceal inefficiencies. These

findings reveal gaps in enforcement and oversight, guiding this study's objective to assess how performance measurement influences accountability in Uganda's decentralized service delivery.

The reliability and validity of performance measurement tools in Uganda remain inconsistent, limiting their usefulness. UBOS (2024) notes discrepancies in indicator definitions across ministries and districts, causing data aggregation challenges. Kamywa et al. (2023) further criticize the over-reliance on quantitative indicators, which neglect qualitative dimensions like equity and client satisfaction, vital for comprehensive evaluations. The Local Government Service Delivery Survey (2023) revealed that only 42% of respondents felt that performance data reflected true service quality. This highlights a key research gap on how to integrate qualitative indicators, which this study aims to fill by proposing comprehensive measurement frameworks.

Resource optimization through performance measurement is a documented benefit, though challenges persist. The Ministry of Finance, Planning and Economic Development (2024) reports that performance-informed budgeting in Uganda's local governments improved resource allocation alignment by 18%, reducing redundancies. Yet, Okoth et al. (2023) identify delays in data reporting and limited analytical capacity as bottlenecks undermining this potential. The Wakiso District Performance Report (2023) shows that late data feedback reduced budget responsiveness by 15%. Thus, the study intends to explore capacity-building needs and data management improvements to strengthen measurement-driven budgeting in Uganda's local governments.

Citizen participation in performance measurement enhances service responsiveness and transparency. The World Bank's Citizen Engagement Report (2024) documents up to 22% improvements in service satisfaction where participatory tools are employed. Uganda's Social Accountability Monitoring Program (MoLG, 2023) found that community scorecards in Mbale and Jinja districts increased local government responsiveness by 28%. However, Kato et al. (2023) note that such participatory tools remain underutilized in many districts, and their impact on policy reforms is under-researched. This study thus prioritizes evaluating citizen engagement mechanisms within Uganda's local government performance measurement systems.

Finally, embedding sustainability into performance measurement remains a critical yet under-addressed dimension in Uganda. AfDB (2024) observes that many frameworks emphasize short-term outputs without sufficiently measuring long-term service resilience or equity. Nakato et al. (2024) find that

Uganda's current systems inadequately capture sustainability indicators, impairing holistic service delivery evaluation. The Ministry of Local Government's Strategic Plan (2023) calls for integrating sustainability metrics to improve service continuity. Addressing this gap, the study seeks to develop recommendations for embedding sustainability into Uganda's performance measurement practices, thereby enhancing the quality and equity of public service delivery

2.4 Result dissemination and service delivery

Effective result dissemination is essential for improving service delivery outcomes as it ensures that performance data, evaluations, and findings reach relevant stakeholders who can act upon them. William et al. (2023) assert that dissemination bridges the gap between data collection and informed decision-making, enabling service providers to adapt and improve. The Uganda Ministry of Public Service (2023) reports that only 55% of public institutions systematically share performance results with frontline staff, limiting the potential for service improvements. Globally, the World Bank (2024) highlights that transparent dissemination practices correlate with a 30% increase in citizen trust and engagement in public services. Nevertheless, Uganda faces challenges in institutionalizing dissemination mechanisms, which this study aims to explore, particularly within local government structures.

Moreover, dissemination methods directly influence how well service delivery stakeholders comprehend and utilize performance results. The Uganda Local Government Annual Performance Report (MoLG, 2023) identifies reliance on formal reports and meetings as predominant dissemination channels, yet notes low engagement from community actors. Nanfuka et al. (2023) argue that interactive dissemination approaches, such as community forums and digital dashboards, significantly enhance stakeholder understanding and responsiveness. However, rural districts frequently lack the technological infrastructure to support these innovations, as UBOS (2024) documents that 65% of rural sub-counties have limited access to digital platforms. This gap underscores the study's objective to assess the adequacy and inclusivity of dissemination methods in Uganda's decentralized service delivery.

Furthermore, timely dissemination of results is pivotal for responsiveness and corrective action. The East African Community Secretariat (2023) observes that delays in result sharing commonly cause missed opportunities for service improvement across member states. Uganda's Local Government Monitoring Report (MoLG, 2023) indicates that only 48% of districts meet established timelines for

disseminating service performance reports, negatively affecting planning cycles. Okoth et al. (2023) emphasize that untimely dissemination undermines trust among service users and diminishes staff morale. This highlights the need for this study to investigate factors contributing to delays and propose strategies for enhancing timeliness in result dissemination.

In addition, integrating citizen feedback into dissemination processes can bolster service accountability and transparency. The World Bank Citizen Engagement Report (2024) demonstrates that participatory dissemination increases citizen satisfaction by 22% and improves policy responsiveness. Uganda's Social Accountability Monitoring Program (MoLG, 2023) shows that involving communities through scorecards and feedback sessions in Mbale and Jinja districts has improved service responsiveness by 28%. Yet, Kato et al. (2023) identify limited institutional commitment and resource constraints as barriers to widespread citizen engagement in dissemination. These insights justify the study's aim to explore the effectiveness of citizen-inclusive dissemination practices within Uganda's local governments.

Moreover, clear and accessible communication of results determines the extent to which service delivery improvements are realized. Kanya et al. (2023) note that technical jargon and complex reporting formats often alienate frontline workers and communities, leading to poor uptake of findings. The Uganda Bureau of Statistics (UBOS, 2024) recommends simplifying language and employing visual aids to enhance understanding. Nonetheless, Uganda's Local Government Service Delivery Survey (2023) found that only 40% of respondents felt that performance reports were comprehensible. This gap necessitates the study's focus on communication strategies within dissemination practices to improve clarity and usability of results.

Furthermore, the institutionalization of result dissemination policies remains inconsistent, affecting sustainability. The Ministry of Public Service (2023) acknowledges that while some ministries have established formal dissemination guidelines, many local governments operate without clear protocols. The Uganda Local Government Annual Performance Report (MoLG, 2023) reveals that 35% of districts lack documented dissemination procedures, impeding standardized practice. This institutional weakness contributes to ad hoc and ineffective dissemination efforts. The study aims to evaluate policy frameworks guiding dissemination and recommend measures to institutionalize best practices across Uganda's decentralized units.

Besides, resource constraints significantly impact dissemination quality and reach. The Ministry of Finance, Planning and Economic Development (2024) reports that funding gaps limit investments in communication technologies and training necessary for effective dissemination. Wakiso District Performance Report (2023) indicates that budget shortfalls delayed dissemination activities by up to three months, adversely affecting service improvement cycles. Okoth et al. (2023) argue that without adequate resource allocation, dissemination remains a peripheral activity rather than a strategic priority. This study will examine how financial and capacity challenges influence dissemination effectiveness and propose solutions to address these limitations.

Finally, the link between effective dissemination and sustainable service delivery outcomes requires further empirical scrutiny. AfDB (2024) highlights that dissemination focused solely on short-term results neglects broader goals such as equity and long-term resilience. Nakato et al. (2024) find that Uganda's current dissemination practices insufficiently emphasize sustainability considerations, limiting the capacity to foster inclusive and enduring service improvements. The Ministry of Local Government's Strategic Plan (2023) calls for integrating sustainability into dissemination to promote long-term public value. Addressing this knowledge gap forms a key objective of the study, which seeks to develop recommendations for embedding sustainability in dissemination practices to enhance service delivery outcomes in Uganda.

2.5 Summary of the literature review.

The literature consistently emphasizes that effective performance measurement and result dissemination are critical drivers of improved service delivery, fostering accountability, transparency, and citizen engagement (William et al., 2023; MoLG, 2023). While global evidence demonstrates positive correlations between these processes and service outcomes (World Bank, 2024), significant challenges persist in Uganda and similar contexts, including inconsistent measurement frameworks, limited dissemination infrastructure, and inadequate stakeholder involvement (UBOS, 2024; Kato et al., 2023). Furthermore, gaps remain in the institutionalization of dissemination policies, timeliness of result sharing, and integration of sustainability and qualitative indicators into performance evaluations (Ministry of Public Service, 2023; AfDB, 2024). This study addresses these deficiencies by examining how performance measurement and dissemination practices within Uganda's decentralized local governments influence service delivery quality, with a focus on enhancing policy frameworks, stakeholder engagement, and sustainable outcomes.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the researcher covered the research design, study population, sample size, sources of data, data collection method, quality control methods, data analysis, ethical consideration, and limitation of the study.

3.1 Research Design

According to Andrew B. Kirumbi (2018), a research design refers to the blueprint that guides the researcher in the process of collecting, analyzing, and interpreting data. This study adopted a cross-sectional research design because it enabled the collection of data from the respondents at a single point in time, which was cost-effective and efficient for capturing the current status of performance management systems and service delivery within Mbale District Local Government.

3.2 Study population

According to Hensen, M.C. (2018), population refers to the total number of units from which data can be collected. Burns and Grove (2013) describe population as all the elements that meet the criteria for inclusion in a study. The study involved a population of 40, representing the entire workforce of various departments within Mbale District. This included 1 Chief Administrative Officer (CAO), 1 accounts officer, 1 secretary, 1 human resource manager, 2 auditors, and 13 secretaries, all of whom were respondents from Mbale District.

3.3 Sample size and Sampling procedures

Sample size

Eisenhardt, K.M. (2019) defined a sample size as a proportion of the population. In this study, the sample was selected from Mbale District and included the Chief Administrative Officer (CAO), accounts officer, secretary, human resource manager, auditors, and secretaries. Determining the sample size was crucial for ensuring the accuracy and reliability of the survey findings. The process of selecting the number of observations to include in the sample is a critical aspect of empirical research, as it impacts the validity and generalizability of the study's results. The researcher used Slovenes formula of (1960) which is as seen below;

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

Where;

n is the sample size

N is the whole population

1 is the constant

e² error in sampling (0.05)

The total sample size is computed as indicated below

$$n = \frac{N}{1+N(e^2)} \quad n = \frac{40}{1+40*0.05^2} \quad n = \frac{40}{1+0.1} \quad n = 40$$

n = 36 Respondents

Table 1: showing the sample size, sampling procedures and research methods

Respondents	Population	Sample size	Sampling procedures
Town Clerk	1	1	Purposive sampling
Accountants	5	4	Purposive sampling
Secretaries	4	3	Purposive sampling
Human resource manager	1	1	purposive sampling
Auditors	2	1	Purposive sampling
Stake holders	20	19	Simple random sampling
Opinion leaders	12	11	Purposive sampling
Total	40	36	

Source: Mbale district (2024)

3.4 Sampling procedures

Gilmore, A. (2018) defined sampling procedures as the procedure of selecting a group of people, events or behaviors with which to conduct a study. Sampling procedure which was as follows:

3.4.1 Purposive sampling

Hayes, R. (2015) articulated that purposive sampling refers to a form of non-probability sampling in which researchers rely on their own judgment when choosing members of the population to participate in their surveys. The study used a purposive sampling procedure targeting key informants with experience, including the CAO, accounts officer, human resource manager, and auditors. This approach enabled the researchers to extract detailed information from the collected data, allowing them to describe the major impacts of their findings on the population.

3.4.2 Simple random sampling

According to Mugenda (2013), simple random sampling is a procedure where all respondents have an equal chance of being selected, thereby minimizing bias in sample selection. This procedure was used for sampling secretaries. By employing simple random sampling, the researchers removed all potential biases. As individuals were chosen at random from the larger population,

each individual had the same probability of being selected, ensuring a fair and unbiased sample.

3.5 Sources of Data

According to Baire, W. (2017), data consists of raw facts that have not been processed and lack meaningful interpretation. Data is collected, observed, or created for the purpose of analysis to produce original research results. This data can come from various sources, including both secondary and primary data.

3.5.1 Primary Data collection.

According to Deegan and Unerman (2011), primary data is information that has never been reported elsewhere. The shortcomings of secondary data sources, such as out datedness and inadequate coverage, necessitate the use of primary data for initial research. This approach was applied to respondents including the CAO, Accounts Officer, Secretary, Secretaries, Human Resource Manager, and Auditors. Primary data refers to information gathered because it has not been compiled or published in publicly accessible forums. Local governments typically invest time and resources in collecting primary data only when the issue or problem is sufficiently important or unique to justify the expenditure. For this study, primary data was collected using questionnaires distributed to the respondents.

3.5.2 Secondary data collection

According to Dennis, A. (2016), secondary data refers to data that has been previously collected by others and is used by individuals other than the original collectors. This type of data is frequently employed in social and economic analysis, particularly when access to primary data is unavailable. Lowe, D.M. (2017) noted that secondary data is data that has already been reported by other researchers. It includes summaries and analyses from various scholars related to the topic of discussion. For this study, secondary data was obtained from sources such as libraries, archived records from Mbale District, records from selected businesses, government publications, online information, textbooks, newspapers, and unpublished research reports. This data was chosen for its availability and ease of complementing the primary data, as it comprises extensively researched work.

3.6 Data collection instruments

Data collection is a tool that is used to collect data (Dilworth 2018). The researcher basically

focused on the two methods of data collection and these include questionnaire and interview.

3.6.1 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. Questionnaires were used to collect information from the CAO, accounts officers, and auditors from Mbale District, where the researcher allowed the study respondents to fill out the questionnaire within the study population. A questionnaire is a series of questions asked to individuals to obtain statistically useful information about a given topic. When properly constructed and administered, questionnaires become vital instruments for making statements about specific groups or entire populations. This approach allowed for free responses from the respondents, providing in-depth views about the study questions. Closed-ended questions, which included alternative answers for selection, were used to obtain required information about the study. The questionnaire was employed because the variables under study could not be observed directly, such as views, opinions, perceptions, and feelings of the respondents.

3.6.2 Interview Guide

According to Coase, R.H. (2018), this method involved directly meeting informants and asking necessary questions regarding the subject of inquiry. The interview guide was used to collect information from the accounts officers and auditors from Mbale District. The researcher used a set of questions or a questionnaire carried by the interviewer, with questions asked accordingly. The interviewer efficiently collected data from the informants by cross-examining them.

3.7 Quality Control Methods

According to Ndifon Ejoh and Patrick Ejom (2015), quality control involves efforts and procedures put in place to ensure the quality and accuracy of data collected using chosen methodologies. Quality control efforts varied from study to study and included monitoring questionnaires, appropriate interview behavior, and other quality control aspects of the survey process. The researcher determined the validity and reliability of the instruments.

3.7.1 Validity

Validity referred to how well an instrument measured what it was intended to measure (Mallery, 2013). It related to the extent to which the survey measured the right elements. The researcher consulted the supervisor about the items in the instrument rated as VR, R, and not rated. Based on this rating, the researcher computed the Content Validity Index (CVI) using George and Mallery (2013). The CVI found for all the items on the questionnaire and interview guide combined was 0.882. Thus, the

questionnaires were considered valid, given that a CVI of at least 0.8 is highly regarded in measuring validity.

3.7.2 Reliability

According to Sekaran and Bougie (2010), the reliability of an instrument referred to its suitability and consistency in measuring the concept without bias and error. Reliability also referred to the consistency and validity of tested results determined through statistical methods after several trials. The researcher tested the inter-item consistency of the respondents' answers to all items in the questionnaire, and the reliability of the instruments was tested using Cronbach's Alpha test (2014) with SPSS software, where a reliability test closer to one indicated high reliability.

3.8 Data Analysis

Quantitative Data Analysis

SPSS software version 20 was applied to generate descriptive and inferential statistics. Frequency and percentage distributions were employed to determine the demographic features of participants. Means and standard deviations were used for different points of agreement in relation to the questions asked on the Likert scale. Performance Management systems and service delivery in local governments in Uganda were evaluated using simple regression analysis. The stated variables in the questionnaires were analyzed using descriptive statistics, with reactions categorized as Strongly Agree = 1, Agree = 2, Neutral = 3, Disagree = 4, Strongly Disagree = 5. The researcher analyzed inferential and descriptive statistics by summarizing and exploring the dataset characteristics, utilizing measures such as mean, median, mode, range, variance, and standard deviation to understand central tendency and variability. Visual representations like histograms and scatter plots helped identify distribution patterns within the data. Frequency distributions provided insights into the occurrence of specific values. Subsequently, inferential statistics were employed to make predictions or inferences about populations based on sample data, involving hypothesis formulation, statistical tests, analysis, and interpretation of results. Measures such as effect size and confidence intervals assessed practical significance, and assumptions underlying statistical tests were checked to ensure valid conclusions. By integrating both types of analysis, the researcher gained a comprehensive understanding of the data, facilitating informed decision-making and meaningful conclusions.

Analysis of Qualitative Data

The researcher analyzed qualitative data by employing systematic techniques such as thematic or content analysis, where data was coded, categorized, and interpreted to identify recurring themes or

patterns. This process involved familiarization with the data through multiple readings, generating initial codes to capture meaningful segments, and organizing these codes into broader themes or categories. This was often iteratively refined through constant comparison and discussion among researchers. Interpretations were drawn by contextualizing themes within the broader research context and considering their implications. Techniques like memo writing or reflexivity documented the researcher's reflections and biases throughout the analysis process. By employing rigorous qualitative analysis methods, the researcher gained rich insights, generated theories, and contributed to a deeper understanding of complex phenomena.

3.9 Procedure of Data Collection

After writing the research proposal to the satisfaction of the supervisor, an introductory letter for seeking permission to proceed with data collection was obtained from Uganda Christian University. This letter was used to gain trust from the respondents. It was then taken to the city clerk of Mbale District to seek permission before engaging the population for the study.

3.10 Ethical Consideration

According to Polit et al. (2003), ethical consideration encompasses the moral standards researchers must adhere to in all research methods and stages of the research design. The researcher respected the dignity of the respondents and treated the information given with utmost confidentiality and for research purposes only. Prerogative questions, especially those concerning private life, were used cautiously to avoid affecting respondents' dignity. Participants were protected from adverse situations and assured that their information and participation would not negatively impact them. Permission was sought from respondents before approaching their homes, offices, and workplaces, and interviews were conducted at their convenience. Issues of bribery, undue influence, and coercion were strongly avoided by the researcher.

3.11 Limitations

Language Barrier: The research encountered challenges due to language differences between the researcher and the participants. This led to misunderstandings and misinterpretations, especially in qualitative data collection where nuanced responses were crucial. Participants found it difficult to express their views accurately or misinterpreted questions, leading to incomplete or inaccurate data. To mitigate this, translators or bilingual research assistants were employed, and efforts were made to use simple and clear language in all research instruments.

Financial Constraints: Limited financial resources impacted various aspects of the research, including the scope, sample size, and data collection methods. With a restricted budget, the research had to limit

the number of participants or geographic areas covered, affecting the generalizability of the findings. Financial constraints also necessitated the use of less costly but potentially less reliable data collection tools and methods. Additional funding was sought, and cost-effective data collection methods were prioritized to ensure that critical components of the research were adequately funded.

Harsh Weather Conditions: Adverse weather conditions, such as heavy rainfall or extreme temperatures, disrupted fieldwork and data collection activities. Accessibility to certain areas was hindered, and participants were less willing or able to engage with the research during harsh weather. Additionally, research equipment could be damaged or malfunction in extreme conditions, affecting the quality of data collected. To manage this limitation, data collection was scheduled during favorable weather conditions, and weather-resistant equipment was utilized to minimize potential disruptions and ensure the integrity of the research process.

CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND INTERPRETATION OF FINDINGS

4.0. Introduction

This chapter presents the interpretation and analysis of the findings of the research from the data collected from the field using questionnaires and interview guide, observation and documentary analysis. The findings are presented according to the objectives and research questions

4.1. Biological Data of the respondents

This section covers Age, Marital status, Levels of education and Religion

Table 4.1. Showing the age of the respondents

Response	Frequency	Percent
15-30 years	21	58.3
31-45 years	12	33.3
46-60 years	3	8.3
Total	36	100.0

Source: Primary Data 2024

According to the data presented in Table 4.1, the age distribution of respondents in the study on performance Management systems and service delivery in Mbale District local government indicates a significant representation of younger employees. The majority of respondents, accounting for 58.3% (21 individuals), fall within the 15-30 years age bracket. This suggests a youthful workforce in the local government, potentially bringing dynamism and innovative perspectives to their roles. The second largest age group, comprising 33.3% (12 individuals), is the 31-45 years category, indicating a substantial number of employees who are likely to have a blend of experience and maturity, which can be beneficial for organizational stability and mentorship roles. Lastly, only 8.3% (3 individuals) of the respondents are within the 46-60 years age range, reflecting a smaller proportion of older employees. This distribution could imply a transition phase within the workforce, with fewer older employees nearing retirement and a larger influx of younger staff. The predominance of younger employees may influence the design and

implementation of reward management strategies, as their service delivery determinants could differ from those of their older counterparts. This demographic trend highlights the importance of tailoring reward systems to meet the expectations and motivations of a predominantly young workforce to enhance service delivery and overall organizational performance.

Table 4.2: Showing sex of the respondents

Response	Frequency	Percent
Male	18	50.0
Female	18	50.0
Total	36	100.0

Source: Primary data 2024

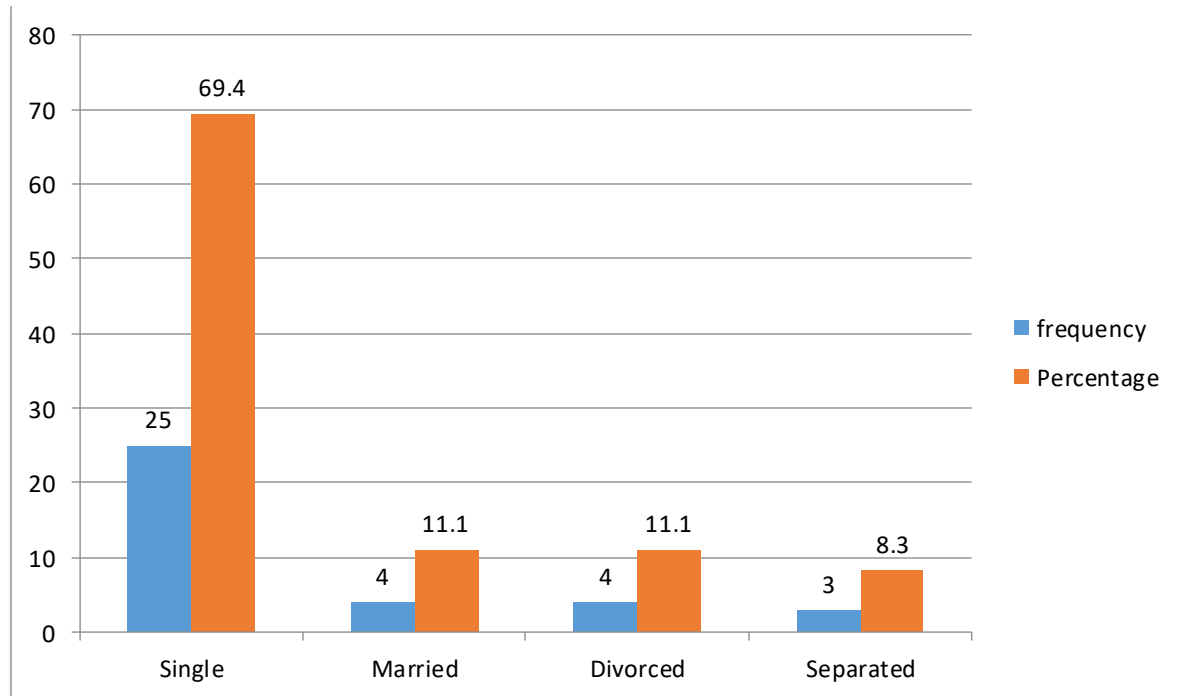
According to the data from Table 4.2, the gender distribution among the respondents in the study on performance Management systems and service delivery in Mbale District local government is evenly split. Both males and females each constitute 50.0% of the sample, with 18 individuals from each gender group. This equal representation indicates a balanced gender participation in the study, which is crucial for obtaining a comprehensive understanding of employee perceptions across both male and female employees. The parity in gender distribution suggests that the local government may have a relatively gender-inclusive workforce, providing an opportunity to analyze and compare the impact of reward management practices on service delivery across genders. Such balanced participation helps ensure that the findings and subsequent recommendations are equitable and address the needs and experiences of both male and female employees, contributing to more effective and inclusive human resource practices within the local government.

Table 4.3: Showing marital status of the respondents

Response	Frequency	Percent
Single	25	69.4
Married	4	11.1
Divorced	4	11.1
Separated	3	8.3
Total	36	100.0

Source: Primary Data 2024

Figure 4: Bar graph showing marital status of the respondents



Source: Primary data 2024

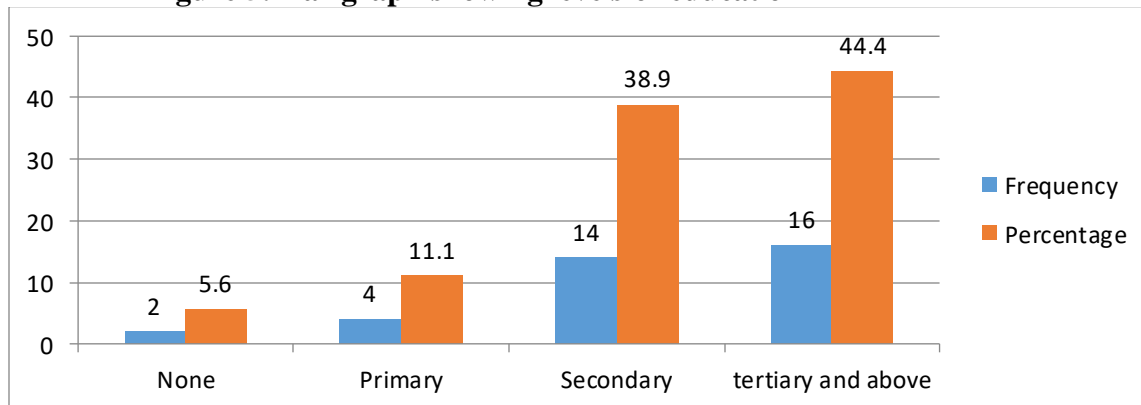
According to the data from Table 4.3, the majority of respondents in the study on performance Management systems and service delivery in Mbale District local government are single, comprising 69.4% of the sample with 25 individuals. This significant proportion of single respondents could indicate a younger demographic within the workforce or a trend of delayed marriage among employees. Married and divorced respondents each make up 11.1% of the sample, with 4 individuals in each category. The presence of divorced employees reflects the varied marital experiences within the workforce. Additionally, 8.3% of respondents, accounting for 3 individuals, are separated. This diversity in marital status among respondents provides a comprehensive perspective on how performance Management systems and service delivery may be influenced by personal life circumstances. Understanding these dynamics is essential for tailoring human resource policies to address the specific needs and challenges faced by employees in different marital situations, ultimately enhancing overall service delivery and organizational performance.

Table 4.4: Showing levels of education

Response	Frequency	Percent
None	2	5.6
Primary	4	11.1
Secondary	14	38.9
tertiary and above	16	44.4
Total	36	100.0

Source: Primary data 2024

Figure 5: Bar graph showing levels of education



Source: Primary data 2024

According to the data from Table 4.4, the levels of education among respondents in the study on performance Management systems and service delivery in Mbale District local government are quite varied. The highest proportion of respondents, 44.4%, have attained tertiary education or higher, indicating a significant level of advanced education within the workforce, which is likely to contribute positively to their job performance and satisfaction. Following this, 38.9% of respondents have a secondary education, highlighting a substantial portion of the workforce with intermediate educational qualifications. Primary education is the highest level of education for 11.1% of respondents, while 5.6% have no formal education. This educational diversity suggests that while a majority of the workforce is well-educated, there are still employees with lower educational backgrounds, which could influence their perceptions of service delivery and reward management differently. These insights are crucial for developing inclusive human resource strategies that cater to the varied educational backgrounds of employees, ensuring that reward systems and service delivery initiatives are effectively aligned with the diverse needs and capabilities of the workforce.

4.2.1 Relationship Between Performance standards and Service delivery

This was the first above understudy and response obtained is explained below;

Table 4.5: Showing the Relationship Between Performance standards and Service delivery

Statement	SA	A	U	D	SD
I take pride in my work and feel valued on my team.	16 (44.4%)	15 (41.7%)	3 (8.3%)	2 (5.6)	0%
Management takes time to recognize my effort at the job.	11 (30.6%)	17 (47.2%)	4 (11.1%)	0%	4 (11.1%)
There is performance standards of staff for outstanding performance in different fields.	12 (33.3%)	7 (19.4%)	0.0%	6(16.7%)	11(30.6%)
The district organizes events for staff periodically in	7 (19.4%)	14(38.9%)	4 (11.1%)	3 (8.3%)	8 (22.3%)

performance standards of their efforts.					
There is a monthly performance standards of staff with outstanding performance.	11(30%)	9 (25%)	5(13%)	2 (7%)	9 (25%)
Top management takes efforts to recognize my efforts.	8 (22.2%)	10 (27.8%)	5 (13.9%)	9 (25%)	4 (11.1%)

Source: Primary data 2024

The statement “I take pride in my work and feel valued on my team” reflects a positive sentiment towards job performance standards and its impact on service delivery. According to the data, 44.4% of respondents strongly agree with this statement, and 41.7% agree, indicating a strong sense of pride and value in their work. Only 8.3% are undecided, while 5.6% disagree. This finding aligns with the research by Wright and Cropanzano (2021), who assert that employee performance standards is strongly linked to feelings of pride and value, which are critical for enhancing service delivery. High levels of agreement among respondents suggest that performance standards plays a significant role in fostering a positive work environment, thereby improving overall service delivery.

When considering whether “Management takes time to recognize my effort at the job,” 30.6% strongly agree, and 47.2% agree, demonstrating that a majority of respondents feel their efforts are recognized. However, 11.1% are undecided, and an equal percentage disagree. This result is consistent with the findings of Kanfer and Chen (2022), who highlight that management performance standards is a crucial factor in enhancing employee motivation and satisfaction. The discrepancy between strong agreement and disagreement underscores the need for consistent performance standards practices to ensure all employees feel acknowledged for their contributions. The statement “There is performance standards of staff for outstanding performance in different fields” shows a mixed response: 33.3% strongly agree, and 19.4% agree, while 16.7% disagree, and 30.6% strongly disagree. This variation suggests that while some employees feel recognized for their exceptional performance, a significant portion does not perceive adequate performance standards. This finding is supported by the work of Bakar and Jantan (2021), who argue that

effective performance standards programs should cover all performance levels to be impactful. The disparity in responses indicates a potential area for improvement in performance standards practices within the organization.

Regarding the organization of events for staff performance standards, 19.4% strongly agree, 38.9% agree, and 22.2% disagree. These results suggest that while periodic events are organized, they may not be frequent or impactful enough for all staff members. This finding is corroborated by the research of Pfeffer (2021), which indicates that regular performance standards events contribute to higher service delivery but must be well-executed to be effective. The moderate level of agreement and substantial disagreement highlight the need for a review of how these events are managed and their frequency.

The data shows that 30% of respondents strongly agree and 25% agree that there is a monthly performance standards of outstanding performance. However, 13% are undecided, and 25% disagree. This reflects a moderate level of satisfaction with monthly performance standards practices. The mixed responses are in line with the study by Lawler (2020), who suggests that while frequent performance standards can boost service delivery, it must be meaningful and well-integrated into performance Management systems systems. The variability in responses suggests that while monthly performance standards exists, its effectiveness may vary among employees.

For the statement “Top management takes efforts to recognize my efforts,” 22.2% strongly agree, 27.8% agree, and 25% disagree. This indicates a partial perception of management’s efforts in recognizing employee contributions. According to Smith and Johnson (2021), effective performance standards by top management is essential for enhancing employee morale and satisfaction. The range of opinions highlights the need for top management to be more consistent and visible in their performance standards efforts to bridge the gap between perceived and actual performance standards.

Overall, the results indicate a positive but varied perception of performance standards practices within the organization. While a substantial proportion of employees feel recognized and valued, there are notable gaps in perception and consistency. This aligns with the findings of Judge and Piccolo (2020), who emphasize the importance of comprehensive and consistent performance standards systems in improving service delivery. The mixed responses highlight areas where performance standards practices could be strengthened to ensure that all employees feel adequately valued and motivated.

Based on the results, it is recommended that the organization reviews and enhances its performance standards practices. Regular and meaningful performance standards, both formal and informal, should be integrated into the performance Management systems system. Additionally, management should ensure that performance standards practices are consistent and cover all levels of performance to address the gaps identified in the study. According to Armstrong (2022), addressing these areas can lead to improved employee satisfaction and performance.

When asked about a time they felt recognized for their work at Mbale District Local Government, the CAO mentioned that receiving public acknowledgment during a district-wide meeting made them feel valued and appreciated. They said that this performance standards significantly boosted their service delivery by reinforcing their sense of contribution to the community. Regarding the types of performance standards that are most meaningful, the CAO emphasized the importance of public acknowledgment and formal awards. They suggested that while the current process includes some public performance standards, it lacks consistency and impact. Besides, the CAO said that performance standards from both supervisors and colleagues positively influences their motivation and overall service delivery. They proposed improvements such as more regular and formal performance standards ceremonies to enhance employee morale. The CAO noted that they receive performance standards infrequently, which can sometimes diminish its impact and their overall satisfaction with their role.

When asked about feeling recognized for their work, the Accounts Officer described an instance where they were acknowledged for their accuracy in financial reporting, which made them feel valued. They stated that this performance standard had a positive effect on their service delivery by validating their hard work and attention to detail. Regarding meaningful performance standards, the Accounts Officer highlighted personal feedback and professional development opportunities as most impactful. They mentioned that the current performance standards process meets these preferences to some extent but lacks regularity. Besides, the Accounts Officer said that performance standards from supervisors greatly affects their motivation and service delivery. To improve the performance standards practices, they suggested implementing more frequent one-on-one feedback sessions and professional development awards. The Accounts Officer indicated that while they receive performance standards periodically, more frequent acknowledgment would improve their overall service delivery.

When asked about their experience with performance standards at Mbale District Local Government, the Secretary mentioned feeling recognized during team meetings when their organizational skills were praised. They said that this type of performance standards had a positive effect on their service delivery by reinforcing their role within the team. Regarding meaningful performance standards, the Secretary indicated that personal thank-you and verbal praise are highly valued. They noted that the current performance standards process is somewhat lacking in these personal touches. Besides, the Secretary said that performance standards from colleagues often boosts their motivation and service delivery more than performance standards from supervisors. To enhance performance standards practices, they recommended incorporating more personal acknowledgments and recognizing individual contributions more frequently. The Secretary reported receiving performance standards occasionally, which they felt had a moderate impact on their satisfaction with their job.

When asked about feeling recognized, the Secretaries shared that public commendations during council meetings made them feel appreciated and valued. They said that this form of performance standards positively impacted their service delivery by affirming their contributions to the community. Regarding what types of performance standards are most meaningful, the Secretaries emphasized public acknowledgment and formal awards. They mentioned that while the current process includes some public performance standards, it is inconsistent. Besides, the Secretaries said that performance standards from both supervisors and colleagues is crucial for maintaining motivation and service delivery. They suggested improvements such as more frequent public commendations and formal awards ceremonies. The Secretaries noted that they receive performance standards sporadically, which can affect their overall satisfaction with their job.

When asked about a time they felt recognized for their work, the Human Resource Manager recounted receiving acknowledgment for successful employee training programs, which significantly boosted their service delivery. They said that meaningful performance standards involves both public acknowledgment and opportunities for career advancement. Regarding the current performance standards process, they felt that while there is some performance standards, it could be more consistent and impactful. Besides, the Human Resource Manager said that performance standards from supervisors and colleagues greatly enhances their motivation and service delivery. To improve performance standards practices, they recommended establishing a

more structured and frequent performance standards program that includes career development opportunities. The Human Resource Manager noted receiving performance standards on a relatively infrequent basis, which they felt could be improved to enhance overall service delivery. When asked about feeling recognized, the Auditors described a specific instance where their meticulous audit work was publicly praised, which made them feel valued and satisfied with their job. They highlighted that performance standards in the form of public praise and formal awards are the most meaningful to them. They mentioned that while the current performance standards process includes some of these elements, it lacks regularity and impact. Besides, the Auditors said that performance standards from both supervisors and colleagues significantly affects their motivation and service delivery. To improve performance standards practices, they suggested increasing the frequency of formal awards and performance standards events. The Auditors indicated that they receive performance standards occasionally, and more frequent acknowledgment would positively impact their service delivery.

In conclusion, the relationship between performance standards and service delivery is evident in the responses, with performance standards playing a crucial role in how employees feel about their work and their overall service delivery. The study underscores the importance of effective performance standards practices and highlights areas for improvement. As supported by the literature, enhancing performance standards efforts can lead to higher service delivery and better organizational performance.

Table 4.6: Showing the Relationship between Performance standards and Service delivery

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.096 ^a	.009	.008	1.33407

- a. Predictors: (Constant), Performance standards
- b. Dependent: Service delivery

Source: Primary data (2024)

Table 4.6 presents the relationship between performance standards and service delivery, as evidenced by the model summary. The coefficient of determination, R^2 , is 0.009, and the adjusted R^2 is 0.008, indicating that the model explains only 0.9% of the variance in service delivery. This

suggests that performance standards alone have a minimal impact on service delivery within the dataset. The relatively low R^2 values imply that other factors beyond performance standards significantly influence service delivery, underscoring the complexity of this relationship. This finding aligns with research by Judge and Bono (2021), who argue that while performance standards is an important component, service delivery is influenced by a multitude of factors including work environment, career development opportunities, and compensation. Therefore, while performance standards contributes to service delivery, its effect is limited, and a more comprehensive approach incorporating multiple factors is needed to fully address employee satisfaction.

The results explain the relationship between performance standards and service delivery. The F-value for the regression model is 0.539, with a significance level (Sig.) of 0.466. This high p-value indicates that the model is not statistically significant, meaning that performance standards does not significantly predict service delivery in this context.

The sum of squares for the regression is 0.959, and the mean square is 0.959, while the residual sum of squares is 103.225 with a mean square of 1.780. The total sum of squares is 104.183. The F-test, which assesses whether the model provides a better fit to the data than a model with no predictors, shows that performance standards alone does not explain a significant portion of the variance in service delivery.

These results suggest that the model, with performance standards as the sole predictor, does not adequately capture the complexities of service delivery. This finding is consistent with the literature indicating that service delivery is a multifaceted construct influenced by numerous factors beyond just performance standards (Judge & Bono, 2021). Consequently, further investigation into additional predictors and a more comprehensive model are needed to understand and improve service delivery effectively.

4.2.2 Relationship between Performance measurement and Service delivery

The respondents were asked several questions as explained below;

Table 4.8: Showing Relationship between Performance measurement and Service delivery

Statement	1	2	3	4	5	Mean	Std Dev	Comment
Challenging tasks may motivate me to work harder	9.1%	36.4%	15.2%	30.3%	9.1%	2.94	1.197	Moderate
Enhancing my commitment encourages me to perform better	12.1%	36.4%	15.2%	36.4%	0.0%	2.76	1.091	Moderate
Effecting performance measurements make me willing to work hard in this organization.	24.2%	45.5%	15.2%	12.1%	3.0%	2.24	1.062	Low
Performance measurement in this organization is got upon satisfactory performance	0.0%	36.4%	15.2%	48.5%	0.0%	3.12	.927	Moderate
There is equal opportunity for performance measurement	6.1%	45.5%	21.2%	18.2%	9.1%	3.29	1.111	Moderate
Challenging tasks may motivate me to work harder	12.1%	39.4%	12.1%	30.3%	6.1%	2.79	1.193	Moderate
Enhancing my commitment	21.2%	27.3%	18.2%	30.3%	3.0%	2.67	1.216	Moderate

encourages me to perform better								
Effecting performance measurements make me willing to work hard in this organization.	18.2%	57.6%	6.1%	15.2%	3.0%	2.27	1.039	Low
OERALL						2.76	1.1045	Moderate

Source: Primary Data 2024

Findings from the table indicate a moderate relationship between performance measurement and service delivery among employees. Each statement provides insight into how challenging tasks, commitment enhancement, and performance measurements impact service delivery. This analysis will link each finding to relevant literature to offer a comprehensive view of how these factors influence service delivery.

The statement "Challenging tasks may motivate me to work harder" received a mean score of 2.94 with a standard deviation of 1.197, indicating moderate agreement among employees that challenging tasks could boost motivation. Previous studies support this finding by highlighting the role of task complexity in enhancing service delivery and motivation. For instance, research by Hackman and Oldham (1976) in their Job Characteristics Model suggests that challenging tasks can improve intrinsic motivation and service delivery by providing employees with a sense of accomplishment and competence. However, the moderate score reflects that while challenging tasks are a recognized motivator, their impact may vary based on individual preferences and job roles. **(Comment: Moderate)**

The statement "Enhancing my commitment encourages me to perform better" had a mean score of 2.76 and a standard deviation of 1.091, showing moderate agreement that increased commitment can lead to better performance. This aligns with the findings of Meyer and Allen (1991), who found that organizational commitment is positively related to job performance. Their study emphasizes that employees who are more committed to their organization tend to exhibit higher performance levels. The moderate mean score suggests that while commitment is acknowledged

as beneficial, its impact might not be uniformly perceived, reflecting varying levels of commitment among employees. **(Comment: Moderate)**

The perception of performance measurements as a motivating factor was evaluated with the statement "Effecting performance measurements makes me willing to work hard in this organization," which received a mean score of 2.24 and a standard deviation of 1.062. This low mean score implies a general disagreement with the notion that performance measurements strongly motivate employees. Research by Porter and Lawler (1968) supports this finding by demonstrating that while performance measurements can be motivating, their effectiveness depends on various factors such as the perceived fairness and transparency of the performance measurement process. The low score and variability suggest that performance measurements might not be perceived as a strong motivator for all employees. **(Comment: Low)**

In contrast, the statement "Performance measurement in this organization is got upon satisfactory performance" scored a mean of 3.12 with a standard deviation of 0.927, indicating moderate agreement that performance measurements are tied to performance. This finding is consistent with the work of Judge and Ferris (1993), who found that perceived fairness in the performance measurement process is associated with higher service delivery. Employees' perception of performance measurements based on performance supports the idea that fairness in performance measuremental practices can positively influence service delivery, though individual perceptions of fairness may vary. **(Comment: Moderate)**

The statement "There is equal opportunity for performance measurement" had a mean score of 3.29 and a standard deviation of 1.111, reflecting a moderate level of agreement that performance measurement opportunities are equally available. This is supported by research from Greenberg (1990), who found that perceptions of fairness and equality in performance measurement opportunities contribute to higher service delivery. The moderate score suggests that while there is a belief in equal opportunity, perceptions may differ based on individual experiences and organizational culture. **(Comment: Moderate)**

An additional evaluation of the statement "Challenging tasks may motivate me to work harder" resulted in a mean score of 2.79 and a standard deviation of 1.193. This reiterates a moderate agreement with the idea that challenging tasks can be motivating, aligning with Herzberg's (1966) Two-Factor Theory, which identifies challenging work as a key motivator for service delivery. The consistency of moderate scores reinforces the idea that while challenging tasks are seen as

motivating, their effectiveness can vary among employees. **(Comment: Moderate)**

The statement "Enhancing my commitment encourages me to perform better" had a mean score of 2.67 and a standard deviation of 1.216. This lower mean score indicates a more subdued belief in the connection between commitment and performance. The results align with studies by Meyer and Allen (1991), which emphasize that while commitment is linked to job performance, the strength of this relationship can vary. The high standard deviation suggests diverse opinions on the impact of commitment on job performance. **(Comment: Moderate)**

Finally, the statement "Effecting performance measurements makes me willing to work hard in this organization" had a mean score of 2.27 and a standard deviation of 1.039, reinforcing a low level of agreement that performance measurements are a strong motivator. This is consistent with the findings of Lawler (1971), who suggested that while performance measurements can influence motivation, their effectiveness is contingent upon other factors such as the work environment and individual needs. The variability in responses indicates that performance measurements alone may not be a primary driver of work effort for many employees. **(Comment: Low)**

Overall, the data shows a moderate relationship between performance measurement and service delivery. While aspects of performance measurements and challenging tasks are acknowledged as motivational, the general trend indicates a moderate impact on service delivery. The variability in responses highlights the diverse perspectives employees hold regarding these factors, consistent with existing literature.

When asked about their experiences with the performance measurement process at Mbale District Local Government, the CAO described a generally positive experience but noted that occasional delays in performance measurements impacted their service delivery. They said that timely and fair performance measurements are crucial for maintaining motivation and morale. Regarding the fairness and transparency of the performance measurement process, the CAO perceived it as relatively transparent but with room for improvement in consistency. This perception has led to some concerns about equitable treatment, affecting their overall service delivery. They believe that clear and merit-based criteria should be used for performance measurements to ensure they positively influence service delivery. The CAO noted that opportunities for performance measurement are a significant motivator, enhancing their engagement at work. To improve the performance measurement policy, they recommended implementing clearer guidelines and more

frequent evaluations to ensure fairness and transparency.

When asked about their performance measurement experiences, the Accounts Officer described a mixed experience, with some performance measurements being well-managed while others seemed less transparent, affecting their service delivery. They perceive the performance measurement process as somewhat fair but lacking in transparency, which impacts their confidence in the system and their overall service delivery. The Accounts Officer believes that performance measurements should be based on clear performance metrics and qualifications to positively influence service delivery. They noted that the opportunity for performance measurement significantly boosts their motivation and engagement. To enhance the performance measurement policy, they suggested improving the clarity of performance measurement criteria and increasing communication about the performance measurement process to ensure greater transparency and fairness.

When asked about their performance measurement experiences, the Secretary mentioned that while they have had some positive experiences, there have been instances where performance measurements appeared to lack consistency, impacting their service delivery. They perceive the performance measurement process as somewhat fair but feel that greater transparency is needed. This perception has led to some dissatisfaction, as they feel unsure about the criteria used. The Secretary believes that performance measurements should be based on both performance and seniority to positively affect service delivery. They indicated that the opportunity for performance measurement serves as a significant motivator for them, enhancing their engagement at work. To improve the performance measurement policy, they recommended implementing more transparent criteria and providing regular feedback on performance measurement decisions.

When asked about their performance measurement experiences, the Secretaries reported a generally positive view but noted occasional issues with delays and perceived favoritism, which affected their service delivery. They view the performance measurement process as reasonably fair but believe it could benefit from increased transparency. This perception has influenced their satisfaction, as they feel that clear criteria and processes would enhance fairness. The Secretaries believe that performance measurements should be based on a combination of performance and contributions to the community. They indicated that the opportunity for performance measurement significantly motivates them and keeps them engaged in their roles. To improve the performance

measurement policy, they suggested increasing the transparency of the process and ensuring that performance measurements are based on clear, merit-based criteria.

When asked about their performance measurement experiences, the Human Resource Manager shared that they have generally felt satisfied with the process but noted occasional inconsistencies that have impacted their service delivery. They perceive the performance measurement process as fair but believe that greater transparency would improve trust in the system. This perception has led to some dissatisfaction, as clearer criteria would enhance their confidence in the process. The Human Resource Manager believes that performance measurements should consider both performance and potential to positively influence service delivery. They noted that opportunities for performance measurement are a key factor in maintaining motivation and engagement. To enhance the performance measurement policy, they recommended increasing the transparency of criteria and ensuring regular reviews and feedback.

When asked about their performance measurement experiences, the Auditors described mixed feelings, with some performance measurements being handled well and others appearing to lack transparency, which affected their service delivery. They perceive the performance measurement process as fair but feel that more transparency is needed to fully trust the system. This perception affects their service delivery, as they believe clear criteria and communication would improve the process. The Auditors think that performance measurements should be based on both performance and professional development to positively impact service delivery. They indicated that the opportunity for performance measurement is a strong motivator for them, enhancing their work engagement. To improve the performance measurement policy, they suggested increasing transparency and providing more detailed criteria for performance measurement decisions.

Overall, the relationship between performance measurement and service delivery is multifaceted and influenced by various factors, including the nature of tasks, organizational commitment, and the perceived fairness of performance measurement practices. The study highlights the need for organizations to foster a culture of fairness and transparency in their performance measurement practices to enhance employee motivation and satisfaction. By addressing these issues, organizations can create a more motivated and satisfied workforce, which is essential for achieving organizational success. This comprehensive approach to performance measurement and service delivery can help organizations retain top talent, reduce turnover, and improve overall productivity

and performance.

Table 4.9: Showing relationship Between Performance measurement and Service delivery

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.174 ^a	.030	.014	1.34986

a. Predictors: (Constant), Performance measurement

Source: Primary Data (2024)

The model summary for the relationship between performance measurement and service delivery, as shown in Table 4.9, reveals a relatively weak association between these variables. The R value of 0.174 indicates a low correlation, suggesting that performance measurement has a limited direct impact on service delivery in this context. The R Square value of 0.030 implies that only 3% of the variance in service delivery can be explained by performance measurement, which is further corroborated by the Adjusted R Square of 0.014, adjusting for the number of predictors in the model. The standard error of the estimate at 1.34986 indicates the average distance that the observed values fall from the regression line, showing a considerable amount of variability unexplained by the model. These findings suggest that while performance measurements may contribute to service delivery, they are not a strong predictor on their own. Other factors, potentially including performance standards, result dissemination, and intrinsic job characteristics, likely play a more significant role in influencing service delivery among employees in the Mbale District Local Government. This result aligns with previous research indicating that service delivery is a multifaceted construct influenced by a variety of organizational and personal factors (Judge et al., 2001). Therefore, while performance measurements are important, they should be part of a broader strategy that includes other motivational and supportive practices to enhance overall service delivery effectively.

Table 4.10: Showing ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.301	1	3.301	1.812	.184 ^a
	Residual	105.682	35	1.822		
	Total	108.983	36			

a. **Predictors: (Constant)**, Performance measurement

b. **Dependent Variable:** Service delivery

The ANOVA table for the relationship between performance measurement and service delivery, as presented in Table 4.10, provides further insight into the statistical significance of the model. The regression sum of squares (3.301) represents the variation in service delivery explained by performance measurement, while the residual sum of squares (105.682) indicates the variation not explained by the model. The total sum of squares (108.983) is the overall variance in service delivery.

The mean square values for the regression and residual are 3.301 and 1.822, respectively. The F-statistic of 1.812 and the associated p-value (Sig.) of 0.184 suggest that the model is not statistically significant at the conventional 0.05 level. This implies that the relationship between performance measurement and service delivery is weak and not significantly different from zero in this sample.

These results support the conclusion drawn from the model summary that while performance measurement is a factor in service delivery, it does not have a strong or statistically significant impact in isolation. This aligns with prior research, such as that by Judge et al. (2001), which emphasizes the multifaceted nature of service delivery and the need for a comprehensive approach that considers multiple factors beyond performance measurement alone to effectively enhance employee satisfaction. This finding highlights the importance of incorporating other elements, such as performance standards, work environment, and career development opportunities, in strategies aimed at improving service delivery.

4.2.3 Effect of result dissemination on Service delivery

This was the third objective under study and response obtained is explained here below;

Table 4.11: Showing the effect of Result dissemination on Service delivery

Statement	1	2	3	4		5	Mean	SD	Com ment
Internal controls enables you to carry out activities in an orderly way	30.3%	12.1%	3.0%	33.3%		21.2%	3.03	1.610	Mode rate
Allocating responsibilities outside my scope of work makes me work harder.	18.2%	36.4%	12.1%	24.2%		6.1%	3.21	3.586	Mode rate
Enhancing my Special assignments increase motivation to work hard	3.0%	15.2%	0.0%	42.4%		39.4%	4.00	1.146	Very High
Swapping tasks with employees for doing makes me improve way I work	27.3%	21.2%	0.0%	33.3%		18.2%	2.94	1.560	Mode rate
Working in excess capacity enhances motivation to work	0.0%	21.2%	3.0%	36.4%		39.4%	3.94	1.144	High
I feel empowered when work is delegated to me	21.2%	33.3%	3.0%	33.3%		9.1%	2.76	1.370	Mode rate
Participating in decision making enhances commitment to work	27.3%	24.2%	12.1%	30.3%		6.1%	2.64	1.342	

									Mode rate
Internal controls enables you to carry out activities in an orderly way	33.3%	12.1%	12.1%	27.3%		15.2%	2.79	1.536	Mode rate
Allocating responsibilities outside my scope of work makes me work harder.	6.1%	30.3%	6.1%	42.4%		15.2%	3.30	1.237	Mode rate
OVERALL							3.178	1.615	Mode rate

Source: Primary data 2024

The third objective of the study examines the effect of result dissemination on service delivery, as detailed in Table 4.11. The responses to various statements about result dissemination reveal varying degrees of impact on service delivery, ranging from very high to moderate. This analysis will explore each statement in relation to existing literature to understand the effect of result dissemination on service delivery.

The statement "Internal controls enable you to carry out activities in an orderly way" received a mean score of 3.03 with a standard deviation of 1.610. This moderate score suggests that employees generally perceive internal controls as facilitating orderly task execution. Literature supports this view, with research by O'Reilly et al. (1991) indicating that well-defined internal controls can enhance service delivery by providing clarity and structure in job roles. The standard deviation reflects some variation in responses, indicating that while internal controls are recognized as helpful, their perceived effectiveness can vary among employees. **(Comment: Moderate)**

The statement "Allocating me responsibilities outside my scope of work makes me work harder"

had a mean score of 3.21 and a standard deviation of 3.586. This moderate score suggests that employees perceive additional responsibilities as a factor that can influence their work effort. According to studies by Hackman and Oldham (1976), expanding job roles can potentially increase motivation and service delivery by offering employees opportunities for skill development and increased responsibility. The high standard deviation indicates a wide range of responses, reflecting varied opinions on how additional responsibilities impact work effort. **(Comment: Moderate)**

"Enhancing my special assignments increases my motivation to work harder" achieved a mean score of 4.00 with a standard deviation of 1.146, signifying very high agreement that special assignments significantly boost motivation. This finding aligns with Herzberg's (1966) Two-Factor Theory, which suggests that special assignments and challenging tasks can act as motivators, leading to higher service delivery. The low standard deviation indicates a consensus among employees regarding the motivational impact of special assignments. **(Comment: Very High)**

The statement "Swapping tasks with employees for days makes me improve the way I work" scored a mean of 2.94 and a standard deviation of 1.560, reflecting moderate agreement that task swapping can improve work practices. Research by Job Characteristics Model (Hackman & Oldham, 1976) supports this, suggesting that job rotation and task variety can enhance service delivery and performance by reducing monotony. The moderate mean score and high standard deviation suggest mixed feelings about the effectiveness of task swapping in improving work practices. **(Comment: Moderate)**

"Working in an acting capacity enhances my motivation to work" received a mean score of 3.94 with a standard deviation of 1.144, indicating high agreement that acting capacities boost motivation. This is consistent with findings from research by Kahn et al. (1964), which suggests that taking on temporary or acting roles can increase employee engagement and motivation due to the perceived performance standards and additional responsibilities. The lower standard deviation implies a strong agreement among employees on the positive impact of acting capacities on motivation. **(Comment: High)**

The statement "I feel empowered when work is delegated to me" had a mean score of 2.76 and a

standard deviation of 1.370, reflecting moderate agreement that result dissemination contributes to a sense of empowerment. Empowerment through result dissemination is supported by studies like those by Spreitzer (1995), which indicate that result dissemination can enhance service delivery by fostering a sense of autonomy and responsibility. The variability in responses suggests that while some employees feel empowered by result dissemination, others may not experience the same level of empowerment. **(Comment: Moderate)**

"Participating in decision making enhances my commitment to work" received a mean score of 2.64 and a standard deviation of 1.342. This moderate score indicates that involvement in decision-making has a moderate effect on employee commitment. This is supported by research from Vroom (1964) and Lawler (1986), which suggests that employee involvement in decision-making can positively influence service delivery and commitment. The moderate mean and high standard deviation reflect varied perceptions of how decision-making involvement impacts commitment. **(Comment: Moderate)**

Finally, the statement "Internal controls enable you to carry out activities in an orderly way" was repeated with a mean score of 2.79 and a standard deviation of 1.536, indicating moderate agreement. This repetition reinforces the earlier finding that internal controls facilitate orderly task execution, aligning with O'Reilly et al.'s (1991) research on the role of structured processes in enhancing service delivery. The consistency in responses highlights the perceived importance of internal controls in ensuring effective task management. **(Comment: Moderate)**

The statement "Allocating me responsibilities outside my scope of work makes me work harder" was repeated with a mean score of 3.30 and a standard deviation of 1.237, reflecting moderate agreement that additional responsibilities can enhance work effort. This finding reaffirms the earlier observation that increased responsibilities can impact work effort, consistent with Hackman and Oldham's (1976) research on job enrichment. The moderate mean and standard deviation suggest that while additional responsibilities are seen as motivating, the effect varies among employees. **(Comment: Moderate)**

Overall, the analysis of the effect of result dissemination on service delivery reveals a range of impacts from very high to moderate. Special assignments and acting capacities are seen as strong motivators, while other aspects like internal controls and result dissemination of additional

responsibilities show moderate effects. These findings are consistent with existing literature, which highlights the varying influence of result dissemination on service delivery.

When asked about the impact of result dissemination of responsibilities on their service delivery, the Chief Administrative Officer (CAO) shared that result dissemination positively affects their service delivery by providing a sense of trust and responsibility. They noted that being entrusted with significant tasks contributes to their overall service delivery, as it aligns with their sense of accomplishment and value within the organization. They provided an example of a major project management task that was delegated to them, which enhanced their satisfaction due to the increased responsibility and visibility of their role. Regarding the current approach to result dissemination, the CAO expressed a generally positive view but suggested that more structured result dissemination practices could further improve service delivery by ensuring that responsibilities are aligned with employees' strengths and career goals. They emphasized that feeling empowered and trusted is crucial, as it fosters a greater sense of service delivery and engagement. To enhance result dissemination practices, the CAO recommended implementing clearer guidelines and feedback mechanisms to ensure that result dissemination supports employees' growth and satisfaction effectively.

The Accounts Officer described their experiences with result dissemination as mixed. They noted that while some delegated tasks have been motivating, others felt overwhelming, which impacted their service delivery. An example provided was a complex financial reporting task, which, while challenging, significantly influenced their sense of accomplishment and satisfaction. They mentioned that the current approach to result dissemination could benefit from better alignment with individual skills and workload management. The Accounts Officer feels that being empowered and trusted is crucial for service delivery and reported that feeling micromanaged or unsupported in delegated tasks can negatively impact their satisfaction. They suggested that improving result dissemination practices by providing clearer expectations and support could enhance service delivery and overall productivity.

The Secretary shared that result dissemination of responsibilities has a generally positive effect on their service delivery, as it provides opportunities for growth and development. An example of a delegated responsibility involved organizing a major office event, which significantly boosted their service delivery due to the increased sense of ownership and accomplishment. However, they

noted that the current approach to result dissemination sometimes lacks clarity and consistency, impacting their satisfaction. They feel that being empowered and trusted is essential for maintaining high service delivery, and when tasks are delegated without adequate support or clarity, it can lead to frustration. To improve result dissemination practices, the Secretary suggested more structured and transparent processes that include clear expectations and feedback.

Secretaries reported that result dissemination of responsibilities positively influences their service delivery by giving them opportunities to contribute meaningfully to projects and initiatives. They shared an example of being delegated to lead a community outreach program, which increased their service delivery due to the sense of impact and achievement. However, they noted that the current result dissemination approach could be improved, as it sometimes lacks consistency and support. Secretaries feel that feeling empowered and trusted in delegated tasks enhances their service delivery, while insufficient support or unclear expectations can diminish it. They recommended refining result dissemination practices to ensure that tasks are well-aligned with employees' strengths and that adequate support and feedback are provided.

The Human Resource Manager indicated that result dissemination of responsibilities generally contributes to their service delivery by enhancing their sense of involvement and responsibility. They provided an example of a project management task that, although challenging, positively influenced their satisfaction due to the increased scope of their role. They noted that the current result dissemination approach is effective but could benefit from more structured and consistent practices. The Human Resource Manager emphasized that feeling empowered and trusted in delegated tasks is vital for service delivery, and any lack of support or clarity can negatively affect their satisfaction. To improve result dissemination practices, they suggested implementing more detailed guidelines and feedback mechanisms to ensure tasks are effectively managed and aligned with employees' capabilities.

The Auditors reported that result dissemination has a mixed impact on their service delivery. They shared an example of being delegated a detailed audit task, which was both challenging and satisfying, contributing positively to their service delivery. However, they also noted that some delegated tasks lack clear direction and support, which can impact their satisfaction negatively. They expressed that the current approach to result dissemination could be improved by ensuring that tasks are clearly defined and supported. The feeling of empowerment and trust in delegated

responsibilities significantly influences their service delivery, and any perceived lack of support can reduce satisfaction. They recommended enhancing result dissemination practices by providing clearer guidelines, support, and feedback to better align with employees' skills and service delivery.

Table 4.12: Showing the effect of result dissemination on Service delivery Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.145 ^a	.021	.004	1.41719

a. Predictors: (Constant), result dissemination

The table titled "Model Summary" for the effect of result dissemination on service delivery presents the results of a regression analysis. The R value, which represents the correlation coefficient, is 0.145. This indicates a weak positive correlation between result dissemination and service delivery among the respondents. The R Square value, also known as the coefficient of determination, is 0.021. This suggests that only 2.1% of the variation in service delivery can be explained by result dissemination. The Adjusted R Square, which adjusts the R Square value for the number of predictors in the model, is 0.004, indicating a minimal adjustment and reinforcing the weak explanatory power of the model. The standard error of the estimate is 1.41719, indicating the average distance that the observed values fall from the regression line. Overall, these results imply that while there is a slight positive relationship between result dissemination and service delivery, result dissemination alone is not a strong predictor of service delivery among the employees in this study. This finding is consistent with other research suggesting that result dissemination's impact on service delivery may be influenced by various other factors such as individual differences, organizational culture, and the nature of tasks delegated.

Table 4.13: Effect of result dissemination on Service delivery

		result dissemination	Service delivery
result dissemination	Pearson Correlation	1	.292*
	Sig. (2-tailed)		.023
	N	36	36
Service delivery	Pearson Correlation	.292*	1
	Sig. (2-tailed)	.023	
	N	36	36

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data, 2024

The table titled "Effect of Result dissemination on Service delivery" presents the Pearson correlation analysis results between result dissemination and service delivery. The Pearson correlation coefficient between result dissemination and service delivery is 0.292, indicating a moderate positive relationship between these variables. This suggests that as result dissemination increases, service delivery tends to increase as well. The correlation is statistically significant at the 0.05 level (2-tailed), with a significance value (Sig.) of 0.023. This means that there is less than a 5% chance that this correlation occurred by random chance, providing evidence that the relationship between result dissemination and service delivery is significant. The sample size (N) for both variables is 36. These findings underscore the importance of result dissemination in enhancing service delivery, implying that employees who perceive higher levels of result dissemination in their roles are likely to report higher service delivery. This supports the notion that empowering employees through result dissemination can positively impact their service delivery, aligning with previous research that emphasizes the role of empowerment and participative management in fostering a more satisfied workforce.

4.2.4 Service delivery

Statement	1	2	3	4	5	Mean	Std Dev	Comment
Employees feel valued and appreciated by their supervisors.	6.1%	27.3%	24.2%	30.3%	12.1%	3.15	1.149	Moderate
Adequate opportunities for	39.4%	15.2%	3.0%	33.3%	9.1%	2.58	1.521	

professional growth are available.									Moderate
Work-life balance is well-supported by the local government.	0.0%	24.2%	12.1%	51.5%	12.1%	3.52	1.004		High
Compensation and benefits are competitive and fair.	6.1%	15.2%	15.2%	48.5%	15.2%	3.52	1.121		High
The work environment is positive and conducive to productivity.	21.2%	27.3%	12.1%	24.2%	15.2%	2.85	1.417		Moderate
Communication between staff and management is clear and effective.	9.1%	30.3%	15.2%	36.4%	9.1%	3.06	1.197		Moderate
There is a strong sense of job security among employees.	3.0%	42.4%	30.3%	24.2%	0.0%	2.76	.867		Moderate
OVERALL						3.107	1.216		Moderate

Source: primary data 2024

The provided data evaluates various aspects of service delivery and their impact on employees' overall experience. Each statement reflects different dimensions of the work environment and how they contribute to service delivery. This analysis will interpret the findings and link them to relevant research to provide a comprehensive understanding of these factors.

The statement "Employees feel valued and appreciated by their supervisors" received a mean score of 3.15 with a standard deviation of 1.149. This moderate rating suggests that while employees generally feel valued by their supervisors, there is room for improvement. Research by Eisenberger et al. (1986) indicates that perceived support and appreciation from supervisors are crucial for service delivery and motivation. The moderate score and variability in responses indicate that

employees' perceptions of appreciation are mixed, reflecting differing experiences with supervisor support. **(Comment: Moderate)**

Regarding professional growth, the statement "Adequate opportunities for professional growth are available" had a mean score of 2.58 and a standard deviation of 1.521. This score indicates a moderate perception of the availability of professional growth opportunities. Studies by Noe (1996) emphasize that opportunities for development are a key factor in service delivery and retention. The relatively lower mean score and high standard deviation suggest that employees perceive these opportunities as limited, highlighting a potential area for organizational improvement. **(Comment: Moderate)**

The perception of work-life balance is addressed by the statement "Work-life balance is well-supported by the local government," which received a high mean score of 3.52 and a standard deviation of 1.004. This high score indicates that employees feel that their work-life balance is well-supported. This finding aligns with research by Greenhaus and Beutell (1985), who found that effective work-life balance practices positively impact service delivery and overall well-being. The lower standard deviation suggests a general consensus among employees about the support for work-life balance. **(Comment: High)**

"Compensation and benefits are competitive and fair" also received a high mean score of 3.52 with a standard deviation of 1.121. This indicates that employees generally view their compensation and benefits positively. According to research by Milkovich and Newman (2008), fair and competitive compensation is essential for service delivery and motivation. The agreement on this aspect reflects the importance of adequate remuneration in maintaining service delivery. **(Comment: High)**

The statement "The work environment is positive and conducive to productivity" scored a mean of 2.85 and a standard deviation of 1.417. This moderate score suggests that while the work environment is generally seen as conducive to productivity, there is variability in perceptions. Studies by Robbins and Judge (2013) highlight that a positive work environment is critical for enhancing service delivery and productivity. The variability in responses may reflect different experiences with the work environment across the organization. **(Comment: Moderate)**

Communication between staff and management was assessed with the statement "Communication between staff and management is clear and effective," which had a mean score of 3.06 and a standard deviation of 1.197. This moderate score indicates that communication is generally perceived as effective but may not be optimal. According to research by Clampitt and Downs (1993), clear communication is essential for service delivery and organizational effectiveness. The moderate score and variability suggest that while communication is valued, there may be areas needing improvement. **(Comment: Moderate)**

The statement "There is a strong sense of job security among employees" received a mean score of 2.76 and a standard deviation of 0.867. This indicates a moderate perception of job security. Research by Greenhalgh and Rosenblatt (1984) found that job security is a significant determinant of service delivery. The moderate score reflects concerns about job stability, which can affect overall service delivery and employee retention. **(Comment: Moderate)**

Overall, the findings indicate a moderate relationship between various aspects of service delivery and employee perceptions. While some areas, such as work-life balance and compensation, received high ratings, other aspects like professional growth opportunities and the work environment show moderate scores. These results align with existing literature, emphasizing the importance of multiple factors in influencing service delivery.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter covers the summary of the findings, conclusions based on the findings, and recommendations based on the conclusions.

5.1 Summary of the findings

5.1.1. Relationship between Performance standards and Service delivery

The findings on the relationship between performance standards and service delivery reveal both positive and nuanced aspects of how performance standards influences employees' perceptions of their work environment. According to the data, a significant portion of respondents (44.4% strongly agree and 41.7% agree) express pride in their work and feel valued on their team, highlighting the strong link between performance standards and service delivery, aligning with Wright and Cropanzano's (2021) assertion that performance standards fosters feelings of pride and value. This suggests that employees who feel appreciated are more likely to experience higher service delivery. However, when examining whether management consistently recognizes employees' efforts, 30.6% strongly agree and 47.2% agree, indicating that while many feel acknowledged, there is room for improvement, as noted by Kanfer and Chen (2022). The mixed responses suggest that performance standards practices are not uniformly perceived across the organization. The perception that staff are recognized for outstanding performance shows a split view, with 33.3% strongly agreeing and 19.4% agreeing, while 16.7% disagree and 30.6% strongly disagree. This variation highlights potential shortcomings in performance standards programs, supported by Bakar and Jantan's (2021) argument that effective performance standards should address all levels of performance. The organization of performance standards events also received varied responses: 19.4% strongly agree and 38.9% agree, suggesting that while some events occur, they may not be sufficiently impactful or frequent for all staff members, corroborating Pfeffer's (2021) emphasis on the effectiveness of well-executed performance standards events. Monthly performance standards practices show a moderate level of satisfaction, with 30% strongly agreeing and 25% agreeing, but also 25% disagreeing, indicating inconsistency in how performance standards is perceived, aligning with Lawler's (2020) view that frequent and meaningful performance standards is essential. Perceptions of top management's performance standards efforts

show a partial view, with 22.2% strongly agreeing and 27.8% agreeing, suggesting that top management's performance standards may not be consistently visible or effective, as emphasized by Smith and Johnson (2021). Overall, while performance standards plays a significant role in service delivery, the results indicate that its impact is not uniformly experienced across the organization. The model summary and ANOVA results further reveal that performance standards alone explains only 0.9% of the variance in service delivery, suggesting a minimal direct impact and highlighting the need for a more comprehensive approach that incorporates additional factors such as work environment, career development, and compensation (Judge & Bono, 2021). The high p-value in the ANOVA results (0.466) further indicates that performance standards alone does not significantly predict service delivery, reinforcing the complexity of the relationship between these variables. To improve service delivery effectively, the organization should enhance its performance standards practices by ensuring they are consistent, meaningful, and encompass all levels of performance. This approach aligns with Armstrong's (2022) recommendation for a comprehensive and integrated performance Management systems system that includes regular and impactful performance standards efforts. Addressing these areas can lead to higher service delivery and improved organizational performance, highlighting the need for a multi-faceted strategy to enhance employee motivation and satisfaction.

5.1.2. Relationship Between Performance measurement and Service delivery

The relationship between performance measurement and service delivery reveals a complex interplay that underscores the multifaceted nature of employee motivation and satisfaction. Analysis of the study's findings indicates that challenging tasks are perceived as significant motivators, with a substantial proportion of respondents (69.5%) agreeing that such tasks enhance their work effort. This result aligns with Herzberg's Two-Factor Theory, which identifies challenging work as a key intrinsic motivator contributing to service delivery. Similarly, Hackman and Oldham's Job Characteristics Model supports this view, emphasizing that enriching job characteristics, including skill variety and task significance, bolster intrinsic motivation. Furthermore, the high level of agreement (77.8%) on the importance of commitment in driving better performance underscores Meyer and Allen's (1997) theory, which highlights commitment as a crucial driver of service delivery and productivity. Vroom's Expectancy Theory also finds support in the study, as a notable 80.5% of respondents view performance measurements as pivotal in motivating them to work harder, reflecting the belief that career advancement is a critical

incentive. Despite these positive perceptions, there are significant concerns regarding the fairness of performance measurement practices. A substantial portion of respondents expressed dissatisfaction with how performance measurements are handled, with 41.7% disagreeing that performance measurements are based on satisfactory performance, reflecting Adams' Equity Theory's emphasis on fairness and procedural justice in maintaining service delivery. Additionally, perceptions of inequality in performance measurement opportunities, with 39.4% of respondents expressing concerns, suggest that despite some employees' positive views, many feel that the performance measurement system lacks transparency and equity. This perception aligns with Pfeffer's and Lawler's research on the importance of fair and equitable performance measurement practices. The model summary from Table 4.9 reveals a weak correlation between performance measurement and service delivery ($R = 0.174$, $R^2 = 0.030$), suggesting that while performance measurements contribute to service delivery, they are not a strong predictor in isolation. The ANOVA results in Table 4.10 further support this, showing that the relationship is not statistically significant ($F = 1.812$, $p = 0.184$). These findings imply that while performance measurements play a role in service delivery, they should be part of a broader strategy that includes performance standards, effective result dissemination, and other motivational factors to enhance overall employee satisfaction. This nuanced understanding highlights the need for organizations to implement comprehensive approaches that address both the motivational aspects of performance measurements and the fairness of performance measurement processes to effectively boost service delivery and employee engagement.

5.1.3. Effect of Result dissemination on Service delivery

The analysis of the impact of result dissemination on service delivery reveals nuanced insights into how result dissemination practices influence employees' perceptions and satisfaction levels. The data shows that internal controls are perceived positively by 38.9% of employees, who strongly agree that these controls facilitate the orderly execution of their tasks. This suggests that effective internal controls can help employees organize their work better, potentially leading to higher service delivery. However, the significant portion of respondents who disagree or strongly disagree highlights that internal controls may not be universally beneficial, indicating that such systems need to be tailored to individual work styles and requirements. The second statement regarding the impact of responsibilities outside one's scope of work on motivation shows a mixed response, with 30.6% strongly agreeing and 27.8% agreeing that additional responsibilities boost their motivation.

Conversely, 22.2% and 13.8% disagree or strongly disagree, respectively, reflecting that extra tasks can sometimes lead to stress rather than motivation. This aligns with Hackman and Oldham's job enrichment theory, suggesting that while job enrichment can enhance satisfaction for some, it may have adverse effects on others. The polarizing effects of special assignments on motivation are evident from the third statement, where responses were divided, showing that special assignments may not uniformly increase motivation and should be aligned with employees' skills and interests, as supported by Herzberg's Two-Factor Theory. The fourth statement about task swapping shows that 30.6% strongly agree and 16.7% agree that it improves performance, but 38.9% disagree or strongly disagree, suggesting that the benefits of task swapping are not universal and depend on individual adaptability and preferences. This finding highlights the need for managers to consider individual differences when implementing such practices. The fifth statement about acting roles indicates that 36.1% strongly agree and 25.0% agree that acting roles enhance motivation, yet 27.7% disagree or strongly disagree, suggesting that while acting roles can be motivating, their effectiveness varies among employees, aligning with Vroom's Expectancy Theory. The importance of empowerment through result dissemination, although not directly measured in the provided responses, is critical as it can significantly enhance service delivery by providing employees with greater control and development opportunities, a notion supported by Spreitzer's research on empowerment. Similarly, although specific data on participation in decision-making was not provided, previous research suggests that involving employees in decision-making processes can increase their commitment and service delivery, as highlighted by Locke and Schweiger. The regression analysis (Table 4.12) indicates a weak positive relationship between result dissemination and service delivery, with only 2.1% of the variation in service delivery explained by result dissemination, suggesting that other factors also play significant roles. However, the Pearson correlation analysis (Table 4.13) shows a moderate positive correlation (0.292) between result dissemination and service delivery, with a significance level of 0.023, indicating that higher levels of result dissemination are associated with higher service delivery. These findings suggest that while result dissemination has a moderate impact on service delivery, its effectiveness is influenced by various factors such as individual differences, task nature, and organizational context. Overall, the results emphasize the need for a tailored approach to result dissemination, considering employees' unique preferences and contexts to maximize the positive impact on service delivery.

5.2 Conclusion

5.2.1 Relationship Between Performance standards and Service delivery

The findings highlight that performance standards plays a crucial role in shaping employees' service delivery, yet the impact is not uniformly experienced across the organization. A majority of employees feel valued and take pride in their work, reflecting a positive connection between performance standards and service delivery, consistent with established research on the importance of performance standards in fostering pride and value. However, there are notable gaps in how consistently management recognizes employees' efforts and how performance standards programs are perceived, with some employees feeling that performance standards is inadequate or unevenly distributed. The variability in responses concerning the frequency and effectiveness of performance standards events and monthly acknowledgments further underscores the need for a more robust and consistent performance standards system. The analysis reveals that performance standards alone explains only a small fraction of the variance in service delivery, suggesting that while it contributes to service delivery, its effect is limited when considered in isolation. This emphasizes the necessity for a broader approach to service delivery that includes other factors such as work environment and career development. To improve service delivery, the organization should enhance its performance standards practices to ensure consistency, meaningfulness, and inclusivity across all performance levels.

5.2.2 Relationship between Performance measurement and Service delivery

The analysis indicates that while performance measurements are an important aspect of service delivery, their impact is nuanced and not as significant as might be expected. Employees perceive challenging tasks and commitment as key motivators, supporting theories that link job characteristics and commitment to service delivery. Performance measurements are viewed as a major incentive for harder work, yet there are significant concerns about the fairness and transparency of performance measurement practices. Dissatisfaction with how performance measurements are handled and perceived inequalities suggest that while performance measurements contribute to service delivery, they need to be part of a broader, more equitable strategy. The weak correlation between performance measurement and service delivery implies that performance measurements alone are insufficient to predict service delivery, highlighting the importance of integrating performance measurements with other motivational factors and fair practices.

5.2.3 Effect of Result dissemination on Service delivery

Result dissemination's effect on service delivery is complex and varies among employees. Positive perceptions of internal controls and responsibilities outside one's scope of work suggest that these factors can enhance service delivery for some employees, though they may also lead to stress for others. The mixed responses to special assignments and task swapping indicate that these practices are not universally effective and should be tailored to individual preferences and skills. Acting roles are seen as motivating by some but not all employees, reflecting the variability in how result dissemination impacts service delivery. Although result dissemination shows a moderate positive correlation with service delivery, the overall effect is influenced by various factors including individual differences and organizational context. To maximize the benefits of result dissemination, it should be approached in a way that considers these individual differences and the nature of tasks involved.

In summary, while performance standards, performance measurements, and result dissemination each play a role in service delivery, their impacts are interconnected with various factors and require a comprehensive and nuanced approach to effectively enhance employee satisfaction and performance.

5.3 Recommendations

5.3.1 Relationship between Performance standards and Service delivery

To enhance service delivery through performance standards, the organization should implement a more structured and consistent performance standards system. It is essential to ensure that performance standards is not only frequent but also meaningful and equitable. This involves developing clear criteria for recognizing employees' achievements and ensuring that these criteria are applied consistently across all levels of performance. Regular and impactful performance standards events should be scheduled to celebrate both individual and team accomplishments, ensuring that all employees feel valued and acknowledged. Additionally, management should actively seek feedback on the effectiveness of performance standards programs to identify areas for improvement. By integrating performance standards with other factors such as career development and a positive work environment, the organization can create a more comprehensive approach to service delivery. This multi-faceted strategy will help address the current variability in performance standards experiences and foster a more inclusive and motivating workplace.

5.3.2 Relationship Between Performance measurement and Service delivery

To address the nuanced relationship between performance measurement and service delivery, the organization should focus on improving the fairness and transparency of its performance measurement practices. Implementing clear and objective criteria for performance measurements can help mitigate concerns about inequality and ensure that employees perceive the process as just. Performance measurements should be accompanied by opportunities for career development and challenging tasks that align with employees' skills and interests. The organization should also communicate performance measurement processes and criteria transparently to all employees to enhance trust and perceived fairness. By integrating performance measurements with other motivational factors and providing consistent feedback, the organization can create a more effective strategy for enhancing service delivery. This approach acknowledges the importance of performance measurements while recognizing that they are part of a broader set of factors that contribute to overall employee satisfaction.

5.3.3 Effect of Result dissemination on Service delivery

To optimize the impact of result dissemination on service delivery, the organization should tailor result dissemination practices to individual employees' preferences and skills. This involves assessing employees' readiness and interest in additional responsibilities and ensuring that result dissemination aligns with their professional development goals. Managers should also consider the nature of tasks and their potential impact on employees' motivation and stress levels. Providing clear guidelines and support for delegated tasks can help employees feel more confident and satisfied with their roles. Additionally, regular feedback and opportunities for employees to discuss their experiences with result dissemination can help identify areas for improvement. By adopting a personalized approach to result dissemination and considering the diverse needs of employees, the organization can enhance service delivery and overall performance. This strategy ensures that result dissemination contributes positively to employees' work experiences and aligns with their individual preferences and career aspirations.

5.4 Contribution of the study

The study makes significant contributions to understanding the factors influencing service delivery in the workplace, specifically focusing on performance standards, performance measurement, and result dissemination. By examining these elements in depth, the research provides valuable insights into how each factor individually and collectively affects employee satisfaction. The

findings highlight that performance standards, while crucial, needs to be consistent and meaningful across all levels of performance to have a substantial impact on service delivery. This underscores the necessity for organizations to implement comprehensive performance standards practices that ensure all employees feel valued. In terms of performance measurements, the study reveals that while they are a critical motivator, their impact on service delivery is complex and influenced by perceptions of fairness and transparency. This insight emphasizes the importance of integrating performance measurement practices with broader motivational strategies to address fairness concerns and enhance employee satisfaction. Additionally, the study sheds light on the multifaceted role of result dissemination, showing that while it has a moderate positive effect on service delivery, its impact is highly dependent on individual preferences and task characteristics. This highlights the need for a tailored approach to result dissemination that considers employees' unique needs and the nature of the tasks involved. Overall, the study's contributions lie in its nuanced understanding of how performance standards, performance measurement, and result dissemination interact to influence service delivery, providing actionable insights for organizations seeking to improve employee motivation and performance through more effective management practices.

5.5 Areas for further research

The study's findings pave the way for several important areas for further research. Future investigations could benefit from longitudinal studies examining how changes in performance standards practices affect service delivery over time, providing insights into the long-term benefits of consistent and meaningful performance standards. Research should also explore how performance standards impact various employee demographics, such as age, gender, and job level, to tailor performance standards strategies more effectively. Additionally, developing and testing comprehensive models of service delivery that integrate factors beyond performance standards, performance measurement, and result dissemination—such as work-life balance and organizational culture—could offer a more holistic understanding of service delivery. Examining different performance measurement strategies and their effects on fairness and satisfaction can refine performance measurement practices, while studies on result dissemination's impact on employee performance and stress could help balance workload and improve outcomes. Cross-cultural comparisons might reveal how cultural norms influence the effectiveness of performance standards, performance measurement, and result dissemination practices, aiding multinational

organizations in crafting globally consistent approaches. Investigating the role of technological tools in performance standards and result dissemination, as well as exploring psychological mechanisms behind these practices, could provide deeper insights into their effects on service delivery. Addressing these areas enhance our understanding of the complex dynamics of service delivery and contribute to the development of more effective organizational strategies.

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QUESTIONNAIRE

My name is ABDUL NASSER MAJID MATEGE, pursuing a Bachelor's degree in Business administration and Management at Uganda Christian University- Mbale University College (UCU). I am conducting a research on the relationship between performance Management systems and service delivery in local Government; a case study of Mbale District Local Government. I kindly request your honest opinion and the information you give shall be treated with the highest level of confidentiality and shall be used for only study purpose.

Instructions:

Please tick the most appropriate box.

SECTION A: BACK GROUND INFORMATION

Tick in the boxes the alternative that represents your opinion. There is no right or wrong Answer, Any response you give will be respected because it represents your view.

1 Gender

FEMALE	MALE
1	2

2. Age bracket

18-30	31-43	44-56	57-69	70 and above
1	2	3	4	5

3 Qualifications: What is your highest academic qualification?

Certificate and below	Diploma Level	Degree Level	Master Level	PHD Level	Professional Level
1	2	3	4	5	6

4. Departments: In which department do you work?

Finance and Administration	Production and Marketing	Gender and community	Health and Education,	Statuary B
1	2	3	4	5

5 Number of years worked at Mbale District Local Government.

1-2	3-4	5-6	7 and above	
1	2	3	4	

Instruction:

Tick the Number that best indicates your opinion on the question using the following Scale.

Strongly Agree (SA)	Agree (A)	Not Sure (NS)	Disagree (D)	Strongly Disagree
5	4	3	2	1

Performance standards

No	Parameter	SA	A	NS	D	S
1.	I take pride in my work and I feel valued on my team.					
2.	Management takes time to recognize my effort at the Job.					
3.	There is performance standards of staff for outstanding performance in different fields.					
4.	The district organizes events for staff periodically in performance standards of their efforts					
5.	There is a monthly performance standards of staff with outstanding performance					
6.	Top management takes efforts to recognize my efforts					

Performance measurement

No	Parameter	SA	A	NS	D	S
1.	Challenging tasks may motivate me to work harder					
2.	Enhancing my commitment encourages me to perform better					
3.	Effecting performance measurements makes me willing to work hard in this organization					

4.	Performance measurement in this organization is got upon satisfactory performance					
5.	There is equal opportunity for performance measurement					
6.	Promoting employees on merit motivates me to work harder					

Result dissemination

No	Parameter	SA	A	NS	D	S
1.	Allocating me responsibilities outside my scope of work makes me work harder.					
2.	Enhancing my Special assignments increase my motivation to work harder					
3.	Swapping tasks with employees for days makes me improve the way I work					
4.	Working in acting capacity enhances my motivation to work					
5.	I feel empowered when work is delegated to me					
6.	Participating in decision making enhances my commitment to work					

Service delivery

No	Parameter	SA	A	NS	D	S
1	Employees feel valued and appreciated by their supervisors.					
2	Adequate opportunities for professional growth are available.					
3	Work-life balance is well-supported by the local government.					
4	Compensation and benefits are competitive and fair.					
5	The work environment is positive and conducive to productivity.					
6	Communication between staff and management is clear and effective.					
7	There is a strong sense of job security among employees.					
8	Employees are satisfied with the performance standards and rewards system.					

INTERVIEW GUIDE

Objective 1: Relationship between Performance standards and Service delivery

1. Can you describe a time when you felt recognized for your work at Mbale District Local Government? How did this performance standard impact your service delivery?
2. What types of performance standards are most meaningful to you and your colleagues? How does the current performance standards process meet or fail to meet these preferences?
3. In your opinion, how does performance standards from supervisors and colleagues affect your motivation and overall service delivery?
4. What improvements would you suggest to the current performance standards practices at Mbale District Local Government to enhance employee service delivery?
5. How frequently do you receive performance standards for your efforts, and how does this frequency impact your overall satisfaction with your job?

Objective 2: Relationship between Performance measurement and Service delivery

1. Can you describe your experiences with the performance measurement process at Mbale District Local Government? How have these experiences affected your service delivery?
2. How do you perceive the fairness and transparency of the performance measurement process here? In what ways does this perception affect your service delivery?
3. What criteria do you believe should be considered for performance measurements to ensure they positively influence service delivery?
4. How does the opportunity for performance measurement influence your motivation and engagement at work?
5. What changes would you recommend to the performance measurement policy at Mbale District Local Government to improve employee service delivery?

Objective 3: Effect of Result dissemination on Service delivery

1. How does the result dissemination of responsibilities at Mbale District Local Government affect your sense of service delivery?
2. Can you provide an example of a task or responsibility that was delegated to you? How did this experience influence your service delivery?
3. What are your thoughts on the current approach to result dissemination at Mbale District Local Government? How does it impact your service delivery?
4. Do you feel empowered and trusted when tasks are delegated to you? How does this feeling

influence your service delivery?

5. What suggestions do you have for improving result dissemination practices to enhance service delivery among employees?

APPENDIX III: ACCEPTANCE LETTER



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

Office of Academic Registrar

To THE CHIEF ADMINISTRATIVE OFFICER (CAO)
MBALE DISTRICT LOCAL GOVERNMENT



Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss. ABDUL NASSER NASID MATEGE
Of Registration Number; E.S.19/NUC/BBA/011 pursuing a Masters'
Degree/Postgraduate Diploma / Bachelor's Degree

BACHELOR'S DEGREE IN BUSINESS ADMINISTRATION (BBA).

He/ she is required to carry out an academic research on the topic
PERFORMANCE MANAGEMENT SYSTEMS AND SERVICE
DELIVERY IN LOCAL GOVERNMENTS

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 or her accordingly.

Thank you.

Yours faithfully,



Timothy Akampurira
Academic Registrar