

**EFFECT OF STAFF DEVELOPMENT PROGRAMMES ON EMPLOYEE PERFORMANCE IN
BUGWERI DISTRICT LOCAL GOVERNMENT**

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DECLARATION

I Kyanika Rehema of Reg No: S21/MUC/BPAM/008 declare to that this is my original Research Proposal and has never been submitted for any academic award in any Institution of high learning.

KYANIKA REHEMA

A handwritten signature in blue ink, appearing to read 'Kyanika Rehema', is enclosed in a light blue rectangular box.

Signature:

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APPROVAL

This is to certify that this research report has been done under my supervision and therefore submitted for examination with my approval as student's supervisor.

Signed: Date:

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Supervisor

DEDICATION

This report is dedicated to my lovely husband Mr. Mulange Patrick for the love and support, my lovely children; Mulange Shalom and Mulange Shammah for enduring during my absence at home, my mother Ms Nakaziba Irene; who is my role model, and my sisters and brothers.

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ABSTRACT

This study investigated the effect of staff development programs on employee performance in Bugweri District Local Government. It was guided by the following research objectives: To investigate the impact of employee training on staff performance in Bugweri District Local Government. To evaluate the effect of staff career development on staff performance in Bugweri District Local Government. Finally, the third research objective was to examine the effect of employee performance management on staff performance in Bugweri District Local Government. The study adopted a cross-sectional research design and used both qualitative and quantitative approaches. The sample size was 59 and the major data collection methods and tools were questionnaires and interview guides. The study findings revealed that employee training was correlated to employee performance by 3.7% at $p = 0.782$. In terms of effect, employee training only contributes 0.1% to employee performance at $p = 0.782$. This implies that employee training is not a significant determination of employee performance in Bugweri District Local Government. The study showed that employee career development was correlated to employee performance by 42.6%. This implies that a unit increase in employee career development improves employee performance by 42.6%. The analysis also revealed that employee career development accounts for 18.1% of employee performance at $p=0.001$. This shows that employee career development is a significant determinant on employee performance in Bugweri District Local Government. The study established that employee performance management is correlated to employee performance by 42.9% at $p= 0.001$ in Bugweri District Local Government. This implies that a unit improvement in employee performance management will improve employee performance by 42.8%, in terms of effect, employee performance management accounts for employee performance by 18.4% at $p=0.001$. This shows that employee performance management is a significant factor determining employee performance. The study recommends that: Bugweri district local government should conduct a thorough review of the content and relevance of training programs to ensure they align with the specific needs and priorities of employees and the organization. Bugweri district local government should implement structured Individual Development Plans for employees to identify their career goals, strengths, and areas for development. Bugweri district local government should ensure that performance expectations are clearly communicated to employees through well-defined job descriptions, key performance indicators (KPIs), and performance objectives.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter gives the study background, problem statement, purpose, objectives, research questions, hypotheses, conceptual framework, significance, justification, scope and operational definitions of concepts.

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 origins of staff development programs in relation to employee performance are logically connected to humankind history and the required training for enhancing employee performance (Swanson & Holton III, 2001). Staff development programs is a new term but derived from training which can be traced to the human race evolution. Thus, staff development programs have gone through many stages (Swanson, 1995). The primitive ancestors practiced the simple form of training in the old days which was highly informal and confined the family or tribe. The transmission of learning through this primitive form of training was through unconscious imitation of elders such as the clan leaders, head of a family or group. Although this training was informal and primitive, education as an essential feature was evident given that it helped children to fit in their physical and social environment after learning from experiences of previous generations (Swanson & Holton III, 2001).

The Greeks and Romans contributed to the development of staff development programs in the period 100 B.C. - 300 A. D. (Callahan, 2000). Greeks were the first to embrace education for the development of an individual and the elements of their training are still up to day considered vital to individual development (Ruona & Swanson, 1998). The Greek ideals were adopted by Romans who refined and integrated them into Roman ways by establishing laws and institutions. Similar to Greeks, the Roman children acquired manual practical skills from their elders mainly fathers through family apprenticeship that were used to develop the infrastructure of their empire (Swanson & Torracco, 1994).

During 300-1300 A.D., many developments continued to occur during the “Middle Ages” to influence the training goals and methods (Torraco, 1998). Apprenticeship which is an important informal practice that has contributed to developments in training was embraced to influence workplace development. With its earlier historical roots, apprenticeship training from parent to child and master to apprentice endured various methods for knowledge and skill transfer to the learners (Watkins, 1990).

The period 1400-1800 A.D. brought along with it a new era of scientific and philosophical thinking (Barrie & Pace, 1999). Several figures such as Jean-Jacques Rousseau, Martin Luther, Johan Pestalozzi and John Locke impacted historical developments, like education and training advancements during and after this period.

However, the origin of contemporary staff development programs was during World War II from 1939 to 1945, the development efforts which occurred in the United States (Bierema, 1996). Thus in the 20th century, the development of technical training as a result of these development efforts surrounding America’s involvement in the World War emerged in this period. For example, because of the World War, training demands were placed on the educational system. In

addition, it was during this period when the American labor movement rose. The World War also initiated the technological innovations that had a great impact of staff development programs. These development efforts gave birth to systematic (1) work processes improvement, (2) performance-based training, and (3) workplace human relations improvement (Beardwell, Holden, & Claydon, 2004).

During the period between 1940 and the 1960, most of the staff development programs philosophy and methods were perfected to affect people and work environments (Armstrong, 2006). At the same time, parallel developments occurred which included (1) a shift to Human Resources school of thought, (2) laboratory training growth, (3) survey research application and feedback, (4) increased action research utilization (problem solving techniques), (5) socio-technical systems acknowledgment and work life quality, and (6) a new emphasis on strategic transform (Armstrong, 2006).

Research by Cohen (2019) highlights the positive correlation between employee development and performance, emphasizing the importance of providing employees with opportunities for continuous learning and skill enhancement. In the context of local governments, such development initiatives not only equip employees with the necessary technical skills but also enhance their ability to adapt to changing job requirements and emerging challenges in the public sector environment.

Moreover, staff development programs contribute to employee engagement and job satisfaction, which are crucial factors in driving performance and productivity. When employees feel supported in their professional growth and see opportunities for advancement within the organization, they are more likely to be motivated and committed to their roles. This, in turn, translates into higher levels of job performance and a more positive work environment within

local governments.

In addition to enhancing individual performance, staff development programs also play a vital role in building organizational capacity and resilience. By investing in the skills and capabilities of their workforce, local governments can better respond to emerging challenges and seize opportunities for innovation and improvement. Research by Rao (2016) explains the importance of aligning training and development initiatives with organizational goals and priorities to maximize their impact on employee performance and organizational outcomes.

Furthermore, staff development programs contribute to talent management and succession planning within local governments. By identifying and nurturing high-potential employees through targeted development initiatives, organizations can ensure a steady pipeline of capable leaders and managers to fill key roles in the future. This proactive approach to talent development not only mitigates the risk of skills shortages but also strengthens the overall capacity and resilience of the organization in the long term.

1.1.2 Theoretical background

This study adopted Schultz's Human Capital Theory pioneered in 1961 (Fugar, shiboe-Mensah, & Adinyira, 2013) and developed by (Becker, 1992) to explain the effect of staff development programs on employee performance. According to Dobbs, Judy and Roberts (2008), Human Capital Theory is a foundation for staff development programs that well-accepted in research and practices. HCT advocates that employees/workers gain useful knowledge and skills from staff development programs which helps to increase their job performance (Fugar et al, 2013). According to Becker (1992), there is a difference between general and specific human capital. General human capital is general skills valuable across board got during staff development

programmes. Specific human capital refers expertise knowledge specific to a particular firm (context-specific skills or firm-specific) acquired through staff development programs.

The assumption underpinning Human Capital Theory is that when organizations investment in people through staff development programmes, economic benefits are gained by individuals and the whole society (Sweetland, 1996). Psacharopoulos and Woodhall (1997) and Sakamota and Powers (1995) explained that assumption behind Human Capital Theory is that staff development programs is greatly influential and necessary for a person performance capacity improvement. To summarize, the argument by human capital theorists is that a worker whose capabilities, skills, knowledge and potential are developed performs better in terms of efficiency and effectiveness in achieving set organizational objectives compared to that worker lacking such development (Olaniyan & Okemakinde, 2008).

1.1.3 Conceptual background

Staff development programs refer to the incorporated use of organizational, career and training development for individual improvement and institutional effectiveness (Armstrong, 2006). According to Chalofsky (1992) and Solkhe and Chaudhary (2011), staff development programs a process that involves management decisions for increasing learning capacity (performance) of persons and groups of individuals in institutions through learner-based interventions. Swanson (1995) defined staff development programs as a process of organization development and personnel training, and development that develops and unleashes human expertise for performance improvement. In addition, staff development programs are viewed as the process helps organizations to acquire and increase the number of workers with an education including the skills and experience critical for employee performance enhancement (Sharma, 2004). Staff

development programs activities include staff career development, coaching, staff training, performance management and development, key staff identification, succession planning, mentoring and organization development (Armstrong, 2006). In this study, staff development programs will relate to the processes of employee training, employee career development and employee performance management.

Employee training is which is systematic, planned and results activity for improving the employees' knowledge, skill level and competency for effective work performance (Gordon, 1992). It is used to systematically plan employee behavior modification through learning events, activities and programs necessary for trainees to achieve the required knowledge, competencies, abilities and skills to perform their work effectively (Beardwell, Holden, & Claydon, 2004). In this study, employee training focused on employee TNA, employee training contents delivery and employee training assessment. Bernes & Magnusson cited in (Kirk, Downey, Duckett, & Woody, 2000) described employee career development as a process that helps employees achieve specific employees' goals and organization goals, including job satisfaction promotion, employees career information provision, helping employees' advancement opportunities identification, and employee productivity improvement. In this study, employee career development focused on employee career counseling and employee career discussions. Employee performance management is a process that helps employees to establish a shared workforce perceptiveness on what is required to be achieved in an institution (Armstrong, 2006). In this study, employee performance management focused on employee goal setting and employee performance appraisal.

Employee performance in the past related to assessments of how well employees performed assigned tasks. Employee performance refers to employees' outcome or contribution towards

goal attainment (Afshan, Sobia, Kamran, & Nasir, 2012). Normally, task outcomes are used in describing employee performance. However, behavior is also used when referring to employee performance (Armstrong, 2000). Armstrong (2000) was of the view performance standards set by the organization can be used in describing and measuring employee's performance. Other measures taken into consideration when measuring employee performance include work quality, efficiency, productivity, effectiveness, and profitability measures (Ahuja, 2006). In this study, employee efficiency and effectiveness will be applied to measure employee performance. Capacity to generate preferred results with fewer resources is employee efficiency while the capacity of workers to meet desired objectives is effectiveness (Armstrong, 2006).

1.1.4 Contextual background

This study posits that the ways public sector workers are managed to improve their performance measured in terms of efforts towards government goals achievement (Guest, 1999) are crucial. However, when public sector reforms are designed and implemented little consideration is taken care of with regards the management public sector workers. The central focus has been on pay enhancement in these reforms downplaying other staff issues of necessary for improving public employee performance. Despite the importance of human resource, critical picture in Uganda's Public Service shows that staff is poorly managed and the same time performance of public employees is below expectations (Government of the Republic of Uganda, 2005).

There have been numerous public sector reform initiatives in Uganda since independence in 1962. Government of Uganda (GoU) together with the active involvement of donors has designed very ambitious reform agendas (GoU, 2005). New public management approaches first introduced in 1989 presently have inspired reform efforts in Uganda. The aim of reforms has

been to increase accountability, effectiveness, and efficiency of public sector (Therkildsen, 2001), which include relevance staff development programs features, which include decentralization of staff management, pay reforms, refocusing public sector programs on core activities, and performance management.

In Uganda, efforts have been directed towards improved staff development programs to enhance public employee performance. For example, an important element in Uganda's current public sector reform efforts has been employee performance management which tries to connect increased emphasis on outputs with increased managerial freedom. "The requirement of these reforms from public managers, public employees and public organizations is to work towards performance targets and productivity objectives which describe personal tasks" (Larbi, 2006). Performance of public workers to be staff development programs is then linked to individual employees' achievements.

In the early 1990s, Uganda increasingly emphasized using "Performance Management Systems (PMS)" to enhance staff development programs which among other interventions emphasized career development, staff training and appraisals, and monitoring and evaluation systems (GoU, 2005). In the 1996, there was a shift from using Performance Management Systems (PMS) to Result Oriented Management (ROM) to enhance staff development programs with the same goal of improving employee performance. However, ROM as an intervention for staff development programs has been not successful because poor follow-up and poor budget allocations and it is still acknowledged that if the mentioned shortfalls are addressed, this public sector reform can help in improving employee performance (GoU 2005).

Thus, ROM has been used in staff development programs to enhance performance by translating it into individual work plans for each employee whose targets are connected to the company's

strategic plans. These employee work plans are applied to assess performance of individual employees during the Open Performance Appraisal Systems (OPRAs) (Government of the Republic of Uganda, 2005). The Open Performance Appraisal Systems were introduced a couple of years, but are still new to many public institutions and their staff. To strengthen staff development programs in the Public Service, Government introduced Performance Agreements to be signed by all Senior Managers (Circular Standing Instruction No. 1 of 2010)

However, despite these efforts as highlighted in this section of this study, Okidi and Guloba (2006) assert that Uganda's Local Governments suffer from capacity constraints due to the inability of staff and community leaders to prioritize, plan and implement staff development programs. Furthermore, Bashaasha, Mangheni and Nkonya (2011) postulate that in Uganda, Local Governments suffer from human resource challenges such as unqualified and inexperienced staff and limited employee training opportunities that compromise employee performance. However, efforts are continually being sought by both central and Local Governments to increase the capacity of Local Governments through training for administrative and support staff. As a Local Government, Bugweri District Local Government provides a typical case for studying the effect of staff development programs on staff performance in Local Governments in its health sector. It equally provides a platform for the description of the effect of employee training, career development and employee performance management on staff performance in Local Governments.

1.2 Problem statement

The effectiveness of staff development programs in enhancing employee performance within Bugweri District Local Government represents a critical concern for organizational success. In

an ideal scenario, staff development initiatives would equip employees with the necessary skills and knowledge to perform their duties effectively, leading to improved service delivery, increased job satisfaction, and enhanced organizational capacity. Bugweri District Local Governments has partnered with development agencies such as Belgium Technical Cooperation (BTC) to offer capacity building financing to its employees. However, a notable gap exists between this ideal situation and the current reality within Bugweri District Local Government, where staff development programs may be insufficiently designed, implemented, or evaluated to maximize their impact on employee performance. For example, while training sessions are conducted sporadically, there is a lack of alignment between the training content and the specific job roles and responsibilities of employees (Bugweri District Local Government, 2013). Additionally, limited resources or infrastructure constraints hinder the accessibility and effectiveness of staff development opportunities for certain employees. Despite the adoption of various measures including staff development programs through employee training, employee career development and employee performance management by Bugweri District Local Government towards employee performance in the health sector, there is little known on staff development programs and its effect on employee performance. Therefore, there was a pressing need to assess the existing staff development programs within Bugweri District Local Government, identify gaps and challenges, and implement targeted interventions to enhance their effectiveness in improving employee performance.

1.3.0 Purpose of the study

The purpose of the study will be to scrutinize the effect of staff development programs on employee performance in Bugweri District Local Government.

1.3.1 Objectives of the study

The study will be guided by the following specific objectives:

- i. To investigate the impact of employee training on staff performance in Bugweri District Local Government.
- ii. To evaluate the effect of staff career development on staff performance in Bugweri District Local Government
- iii. To examine the effect of employee performance management on staff performance in Bugweri District Local Government

1.4.0 Research questions

- i. To what extent does employee training affect employee performance in Bugweri District Local Government?
- ii. To what extent does employee career development affect employee performance in Bugweri District Local Government?
- iii. To what extent does employee performance management affect employee performance in Bugweri District Local Government?

1.5 Significance of the Study

The study might more specifically be significant as explained below: The study findings might be useful to Bugweri District Local Government administration in informing their staff development programs policy. The findings may provide significant information for policy input. Further-more, the study and particularly its recommendations may be useful information on human resource training practices in the district which may be helpful in improving performance.

The study may provide critical information for students and academics interested in studying the relationship between human resource training and development in Bugweri district

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 content scope of this study shall focus on staff development programs and employee performance. Staff development programs will focus on employee training, employee career development and employee performance management. Employee performance focused on employee efficiency and effectiveness.

1.6.2 Geographical scope

The study will be conducted at Bugweri District which is a district in Busoga region, Eastern Uganda. Bugweri District Local Government started its operations on 1st July 2018.

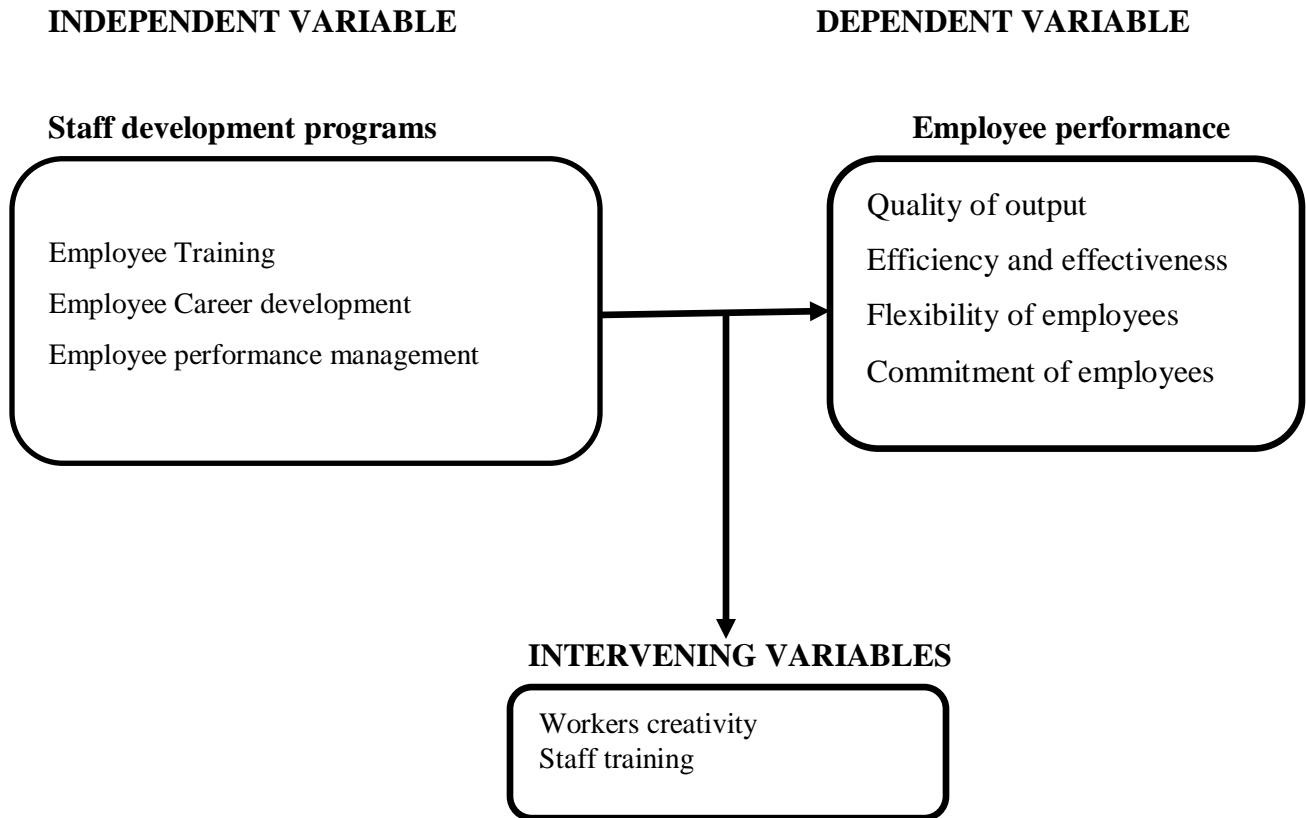
1.6.3 Time Scope

The study will cover a period of 3 years starting from for example 2019/2020, 2020/2021, 2021/2022. This is because during this period, there were a lot of inefficiencies in Bugweri district local Government hence the pressing need by the researcher to discover facts and accord solutions to these challenges

1.7 Justification of the Study

Concern from various stakeholder's employee performance in Bugweri District Local Government such as the local community members and local leaders have been raised about the health sectors employee performance given that employees are efficient and willing to work towards health sector's goals. This has had a negative image from stakeholders on both the employees and the health sector. Yet Bugweri District local government has tried to improve employee performance through staff development programs. The research aim was to establish how staff development programs like training, career development and employee performance management are impacting on employees' performance in Bugweri District local government where no similar research has ever been undertaken in the same context. This study will particularly be of practical guidance in improving and implement staff development programs, as it will contribute to the available limited knowledge on influence development on employee performance in Uganda local government health sector.

1.8. Conceptual Framework



Source: Adopted from the Levingers theory (1999) and modified by the researcher (2024).

Figure 1: Conceptual framework showing relationship between career development and employee performance. The conceptual framework shows the hypothesized effect of staff development programs on employee performance. Staff development programs will be the IV and staff performance will be the Dependent Variable. The independent variable will be measured by employee training, employee career development, and employee performance management while the DV will be measured by employee efficiency and effectiveness. Efficiency focused on how employees completed tasks in the least amount of time possible with the least amount of resources possible through using certain time-saving techniques.

Effectiveness focused on the level of results and the quality results from the actions of employees. The study postulates that staff development programs in Bugweri District LG directly affected the performance of employees. It therefore will follow that employee development will be measured by employee training, employee career development, and employee performance management directly affects the staff efficiency and effectiveness.

1.9 Definition of operational terms

Employee career development referred to the Bugweri District Local Government process of that involved employee career counseling and employee career discussions.

Employee performance management referred to the Bugweri District Local Government process for employee goal setting and employee performance appraisal.

Employee performance referred to employee efficiency and effectiveness in Bugweri District Local Government. Employee training referred to the Bugweri District Local Government process that involved employee training needs evaluation, employee training contents delivery and employee training assessment.

Local Government according to the Local Government Act 1997 refers to district Local Governments and other lower Local Governments within that district. In this study, a Local Government will relate to Bugweri District Local Government.

Staff development programs referred to a process of developing human expertise through employee training, employee career development and employee performance management for improving performance in Bugweri District Local Government.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter gives an analysis of existing literature on the effect of staff development programs on employee performance. It is presented as a critical appraisal pointing to gaps and weaknesses in available knowledge. This review has relied on journals, online sources, textbooks and other literature sources. The chapter was structured to contain a theoretical review and literature review following study objectives. It will be concluded with the summary of literature review.

2.1 Theoretical review

Human Capital Theory (HCT) originated from Friedman's neoclassic ideas in 1976 and the Chicago-School economics approach and thereafter, Shultz, Mincer, and Becker developed the Human Capital Theory core elements (Cornachione, 2010). The economic aspect of human behavior of HCT was emphasized in Becker's (1992) discussions which highlighted his argument that education and training investments are the most relevant human capital investments types. Nevertheless, this was not the first time that human capital investments aroused interest in the economics literature given that this kind of staff development programmes investment had been discussed in 1964 by Harbison and Myers as the process of increasing people's knowledge, skills, and capacities in a society (cited in Cornachione, 2010). During this period (1964), Harbison and Myers were exploring the relevance of Marshall's 1930's idea of the importance in investing in human beings to improve their performance.

Becker viewed human capital investment means of production (which in this study are in form of employee training, employee career development and employee performance management) as

not different from physical capital investment means of production (such as investments in factories and machines) (Fugar et al, 2013). His argument was that, output will rely partially on the rate of return on the investment in either human capital or physical capital (Fugar et al, 2013). Therefore, human capital is a way of production, in which extra investment gives extra output.

The application of Human Capital Theory in explaining the effect of staff development programmes on employee performance has been criticized being too simplistic. Levin and Kelley (1994) observed that one of the criticisms is that HCT proponents focus of positive outcomes that can arise from increased staff development programmes ignoring other complimentary inputs such as employee attitudes, contract terms, employee working environment and management practices that should be taken into consideration for staff development programmes to improve employee performance. According to Thurow (cited in Fugar et al, 2013), staff performance is influenced by numerous job characteristics rather than workers, for example, investing in an uneducated employee may not lead to better employee performance while investing in an educated employee may lead to better employee performance yet Human Capital Theory ignores the importance of education level. Despite these criticisms, Becker's Human Capital Theory has been remained relevant for understanding the need human capital investment to improve employee performance (Bassi & McMurrer, 2006).

2.2 Employee training and employee performance

Employee training is a fundamental aspect of organizational development, with a significant impact on employee performance across various industries and sectors. Training programs are designed to enhance the skills, knowledge, and competencies of employees, enabling them to

perform their roles more effectively and contribute to organizational success. The relationship between employee training and performance is well-documented in the literature, with numerous studies highlighting the positive effects of training initiatives on individual and organizational outcomes. Research by Noe (2013) emphasizes the importance of employee training in improving job performance and organizational productivity. Effective training programs provide employees with the necessary tools and resources to excel in their roles, whether through acquiring new technical skills, enhancing existing competencies, or developing a deeper understanding of industry trends and best practices. By investing in employee training, organizations can cultivate a skilled and adaptable workforce capable of meeting the evolving demands of the business environment.

Moreover, employee training contributes to employee engagement and job satisfaction, which are crucial factors in driving performance and retention. When employees feel valued and supported through training initiatives, they are more likely to be motivated and committed to their roles. This, in turn, leads to higher levels of job satisfaction, reduced turnover rates, and increased organizational loyalty. By investing in the professional development of their workforce, organizations can create a positive work environment where employees feel empowered to succeed and grow. Furthermore, employee training plays a vital role in fostering innovation and organizational agility. By providing employees with opportunities to learn new skills and explore innovative ideas, organizations can stimulate creativity and problem-solving capabilities within their workforce. This, in turn, enables organizations to adapt to changing market conditions, seize new opportunities, and stay ahead of competitors. Research by Wilson (2016) explains the importance of creating a culture of continuous learning and development to drive innovation and maintain a competitive edge in today's dynamic business landscape.

Training is recognized as a means to achieving high performance by employees in providing high quality public services that are valued by citizens (Antwi, 2007). Yet, it's also known to help Local Government employees' access and become successful in available positions (CGSDS, 2008; Ishikawa, 2007). Therefore, it is essential for Local Governments to appreciate training and retraining in order to achieve better performance (Ndanyi, 2013). Because of these values, it becomes necessary to harmonize the nature of training and training content offered by different stakeholders contributing to LG human resource capacity building (Antwi, 2007). Thus, this study sought to find out whether employee training at Bugweri District Local Government had been used as a means to achieving high performance by employees and whether it synchronized the nature and content of training offered to employees. This was expected to show whether Bugweri District Local Government appreciate training and retraining of its employees. Employee training is very important in improving employee performance evidenced in existing literature (Purcell, Kinnie, Hutchinson, Rayton, & Swart, 2003; Harrison, 2000). Wright and Geroy, (2001) opined efficient training programmes can improve employee's competencies leading to overall employee performance as an employee becomes effective and efficient in performing his/her current job and can further enhance an employee's job knowledge, skills and attitude essential for the prospective job. Therefore, this study sought to find out whether findings that were obtained from Bugweri District Local Government were supported by the existing literature showing proof of existence of the impact of employee training on staff performance.

There has been evidence indicating how employee training contributes employee performance improvement as well as organization performance improvement as has a positive effect derived from the development of staff knowledge, ability, competencies, skills and behavior (Guest,

1997; Armstrong, 2006). Furthermore, Swart et al. (2005) whose book focused mainly on organizational performance emphasized that employee training is necessary because addresses an organization's skill deficits and employee performance gaps leading staff performance improvements. Swart et al. (2005) was of the view that "bridging performance gap is when employees participate in training and when they return to work and they apply that learning to their specific roles and this is achieved through implementing relevant training interventions that develop particular employees' skills and abilities for enhancing employee performance". He further opined that training is always important because though workers own an amount of knowledge associated to different jobs, such knowledge may not be adequate for them to perform their job effectively and efficiently given that workers should frequently adjust to new job requirements. That is, there is need for organizations to conduct continuous training to avoid skills and performance gaps.

Studies about have been conducted about employee training and employee performance in the Ugandan context. For example, Yos (2016) conducted a study among a sample size of 130 of academic staff in the college of education in Makerere University about training and job performance. In this study, the content scope of training was restricted on two dimensions which include on-job training and off-job training whose indicators included extent to which the two dimensions were provided to employees, frequency of the dimensions when there were provided to employees, including their relevancy, timeliness, appropriateness and adequacy in meeting employees' training needs. On the other hand, employee performance was measured in terms of task performance, contextual performance, adaptive performance and counterproductive work behavior. The difference from this study to Yos' study was in the measurement of both training and employee performance but the results proved a significant effect though of a similar

magnitude.

In a study by Abigaba (2016), one of the objectives focused on how employee training affected attainment of business objectives in Kampala District Local Government. Employee training/development was measured in terms of knowledge improvement and skills development while attainment of business objectives was measured in terms of enhancing service delivery, enhancing employee satisfaction and improving customer and shareholder satisfaction. Abigaba's dependent variable is also a measure of employee performance and hence a similarity to this study. Abigaba's findings also established a significant effect of employee training/developments on business objective attainment.

Thus, this study sought to find out whether employees at Bugweri District LG had benefited from the training offered by the LG and the ways they had benefited. This helped to know how training benefits contributed to employees' performance in the context of Bugweri District LG because questions were developed with guidance of had been reviewed in this literature.

2.3 Employee Training Needs Assessment and Employee Performance

Training Needs Assessment (TNA) is the process of collecting data to decide (an assessment of) staff and company knowledge, skills, and abilities, to recognize any areas of needed for developing during training to aid employees and the company achieve their goals and objectives (Bersin, 2006). Training assessment helps company determine employees' current levels of skills, knowledge, ability and competence in performing their required job roles or tasks to achieve organization's goals and objectives (Buckley & Caple, 2000). Therefore, according to Goldstein and Ford (2002), a Training Needs Assessment is an important process for designing an employees' training program and affects effectiveness of training programmes and

Wagonhurst (2002) added that effectiveness of training programmes affects employees' performance. This study sought to find out whether Bugweri District Local Government conducted a Training Needs Assessment to determine the employees' training requirements to improve performance at work.

Training Needs Assessment is associated with several benefits (Buckley & Caple, 2000). It prevents inadequate training may not provide the required skills, abilities, knowledge and competence to employees for performing required job roles/tasks and prevents excess training which leads to overtraining condition. Training Needs Assessment relays the basis for guidelines for designing the employee training program as it produces enabling objectives and learning points if well conducted. Training Needs Assessment clarifies the training goals that used for reference by trainers and trainees, which are used to determine the success of the training Programme in terms of knowledge, ability, skills, competence and attitude projected of the trainees with suitable performance principles and circumstances in which performance is assessed. An efficient Training Needs Assessment guides and serves as a base for designing, developing, delivering and measuring employee training program given that assists in identifying, assessing and comparing what the institution is doing with employees' knowledge, skills and behaviors required in enhancing their performance as well as that of the organization (Bersin, 2006). Training Needs Assessment helps organizations in determining relevant features for the execution and assessment of training programs given that it identifies employee performance gaps by determining current (actual) employees' performance levels in terms of knowledge, competence, skill and ability compared to the expected employees' performance levels on the same dimensions (Buckley & Caple, 2000). Furthermore, Training Needs Assessment allows organizations to be able to determine the desired or necessary conditions for

improving employee performance and organizational performance by focusing on the necessary job tasks/standards, knowledge, abilities and skills needed to accomplish employee and organizational goals and objectives (Bersin, 2006; Buckley & Caple, 2000). This study sought to find out whether the Training Needs Assessment by Bugweri District Local Government guides and serves as a base for design, development, delivery and assessment of the training Programme. If this is the case, then it should lead to improved employee performance.

Moreover, the comprehensiveness of Training Needs Assessment affects the effectiveness of the employee training program because research has established the relation between comprehensive of Training Needs Assessment and its effect on training outcomes (Bersin, 2006). Lack of comprehensive Training Needs Assessment contributes to an ineffective training program which does not help employees achieve organizational goals. Therefore, designing a comprehensive training program requires a training needs assessment at employee level as well as at a company level to recognize employment necessities to be trained and recognize employees that need to be trained and the kind of training to be delivered (Wagonhurst, 2002). This study sought to establish the comprehensiveness of Training Needs Assessment by Bugweri District Local Government to determine the effectiveness of training offered to employees to their performance.

Employee Training Contents Delivery and Employee Performance Researchers have seen the potential of training content delivery on employee performance given that a specific task, the training content delivery approaches may be more effective in enhancing employee performance while for another task such training content delivery approaches may be more ineffective. Yet training delivery approaches are supposed to be capable communicating specific competencies, skills, behaviors, knowledge, attitudinal or task information to trainees which

necessitates organizations to adopt and apply different training delivery approaches to deliver different training contents (Otuko, Chege, & Musiega, 2013).

The effective training delivery approaches depends on the extents it addresses the employees' skills and tasks characteristics (Wexley & Latham, 2002). Therefore, organizations using employ training for staff development programmes should ensure that training content is pertinent to employees' skills and tasks characteristics. This helps training programs to communicate particular skill and activity information to trainees. Furthermore, when considering skills in training content, there should be differentiated such as both the people skills or technical skills are captured given that this is crucial in designing training programmes (Gagne, Briggs & Wagner, 1997; Poon & Othman, 2000). This study sought to establish the training content delivery approaches used by Bugweri District LG and their effectiveness in improving employee performance.

Employees perform poorly because they are not trained in relevant skills in communicating, listening, dialogue engagement, feedback, cooperating, problem solving and conflict resolving (Coates, 2004) to mention some. According to (Menguin, 2007), people skills training is beneficial to employees because (1) provides a podium to display practical skills; (2) brings out the required employee qualities; and (3) helps employee personal growth. Thus, organizations should always assess employee skills in advance of the training programmes using supervisors and subordinates who are able to identify such skills. Companies must ensure that employees have relevant technical training skills to help them update their existing skills to suit the organization's goals and objectives (Otuko, Chege, & Musiega, 2013). This study sought to establish whether employees of Bugweri District LG had enough training in skills which really matter for them to improve their performance.

Several researches have offered proof of positive effects of skills training. Among these effects is that it helps employees to be more competent at work (Remmen, et al., 2001) and improves employees' performance (Bradley & Bligh, 1999). It projects a positive attitude towards the role playing method during training resulting into an increase in employee's commitment and performance (Nikendei et al., 2005). This study sought to establish whether the findings that were obtained from Bugweri District Local Government agreed with the mentioned academicians/research on the positive effects of technical skills training on staff performance.

“Training delivery methods employed change as training content areas” (Poon & Othman, 2000). “Teams have become more and more accepted in organizations of all types and industries because the several executives think that they offer improved results for example enhancing productivity, creativity, minimizing response times and enhancement of decision making” (Hartenian, 2003). “Team training is a delivery method of training where individuals are trained work well in problem - solving groups, where direct observation and feedback is required in the training process” (Forbush & Morgan, 2004). This study sought to establish the training delivery approaches used by Bugweri District Local Government and their effectiveness in improving employee performance.

Mentoring is a method of training, where mentors are people with firm-specific of knowledge, skills and abilities in conflict management, goal setting and planning” (Hartenian, 2003). Mentoring was for assisting others in learning business-related concepts with minimal risk and based on 2 individuals who have a lot in common. “Currently, it is anything that sustains career and professional development to exploit learning and development” (Miller, Devaney, Kelly & Kuehn, 2008). “Mentoring relationships have been proved with many positive results, including improved staff performance” (Ostroff & Kozlowski, 1993; Viator & Scandurs, 1991). This study

sought to establish whether mentoring was used as delivery approach of training by Bugweri District Local Government and its effectiveness in improving employee performance.

2.4 Employee Training Evaluation and Employee Performance

Employee training evaluation is a critical component of ensuring the effectiveness of training programs and their impact on employee performance, particularly within local governments where efficient service delivery is paramount. Evaluating training programs allows local governments to assess the extent to which training initiatives meet their objectives and contribute to improved employee performance. One approach to evaluating employee training is through Kirkpatrick's model, which consists of four levels: reaction, learning, behavior, and results. The reaction level assesses participants' satisfaction and perceptions of the training program. The learning level measures the extent to which participants have acquired new knowledge, skills, or attitudes as a result of the training. The behavior level evaluates changes in on-the-job behavior or performance following the training, while the results level examines the broader impact of training on organizational outcomes, such as service quality, efficiency, and cost-effectiveness (Apolot and Emuron, 2024).

Research by Baldwin and Ford (1988) suggests that evaluating training programs at multiple levels provides a more comprehensive understanding of their effectiveness and enables local governments to identify areas for improvement. For example, by collecting feedback from participants through surveys or focus groups, local governments can assess the relevance, usefulness, and delivery of training content, thereby informing future program design and delivery. Additionally, evaluating learning outcomes through pre- and post-training assessments allows governments to measure the extent to which employees have acquired new knowledge or

skills and identify any gaps in learning. Furthermore, evaluating changes in on-the-job behavior or performance provides insights into the practical application of training outcomes and their impact on employee performance. This may involve conducting performance evaluations, observing job behaviors, or tracking key performance indicators before and after training interventions. Evaluating the broader impact of training on organizational outcomes allows local governments to assess the return on investment (ROI) of training initiatives and justify future resource allocation. This may involve analyzing service delivery metrics, customer satisfaction surveys, or cost-benefit analyses to quantify the tangible benefits of training in terms of improved service quality, efficiency gains, or cost savings.

The choice of assessment method is a decision which should be made when evaluating the success of training on staff performance (Otuko, Chege, & Musiega, 2013). However, Employee training evaluation (ETA) is a complicated task” (Arthur & Bennett, 2003) but a significant function in a training procedure because it is the ultimate systematic stage; and companies must evaluate their training efforts logically. “The chief objective of Employee training evaluation is to confirm that training has taught what was planned including the course contents for future use” (Goldstein, 1993). “Though new methods to employee training assessment were proposed” (Day, Arthur & Gettman, 2001), “but 4 level form of employee training assessment continue to be the most popular” (Winfrey, 1999; Salas & Canon - Bowers, 2001; Van Buren & Erskine, 2002). Winfrey, (1999) opined that “there are 4 levels for categorizing training methods and trainee reactions, which each level represents a more precise evaluation of the effectiveness of training programme on employee performance, and it needs a rigorous and time-consuming analysis”.

Evaluation - reaction level is defined through asking workers how they liked the training, what

reactions are expressively based on views. All training programmes must be assessed at this level to offer for improvement of a training programme, where knowledge and skills components as articulated in training objectives. “Also assess the training approaches used and trainer who delivered it; the general learning conditions and environment; and the level to attitudinal objectives of training programs have been achieved” (Hamid, 1987). This study sought to establish the evaluation criteria used by Bugweri District Local Government and their effectiveness in improving employee performance.

There are a number of techniques to ensure training transfer, for example, connecting training objectives to strategic objectives of the company; exploit comparison between training content and work environment; supervisors encouraging staff to employ acquired skills; choose trainees who are dedicated to training transfer; and grow re-entry strategy for trainees.” Employee training evaluation is an application to work tasks which define training efficiency” (Alliger, Tannenbaum & Bennett, 1995). “Therefore, most of organizations do not carry out a systematic staff training assessment with only rating sheets filled by trainees at the close of a training programme” (Saari, Johnson, McLaughlin & Zimmerie, 1998). This study sought to establish the employee training evaluation strategies used by Bugweri District LG and their effectiveness in improving employee performance.

2.3.2 Employee Career Development and Employee Performance

Pareek & Rao (2010) agreed that “career development of staff ought to be an investment, not a cost; and that bad performance, ignorance and low dedication for duty are expensive to a company”. It is stated that performance lies in employees ready to work, well managed, led, motivated and are always re-skilling.

Career counseling is an opportunity for staff to evaluate their career requirements with an aim of improving their performance (Ombayo, 2013). An effective career counseling program not only helps a company in singling out staff with high performance potential but also helps staff in mapping out realistic career chances (Shujaat, Sana, Aftab, & Ahmed, 2013). It gives staff a chance to know, and define their goals in the course of their careers. Equally, it will give management a chance to evaluate staff requirements to attain equilibrium with those of the company. This study sought to establish whether Bugweri District Local Government offered career counseling to its employees and its effectiveness in improving employee performance.

Whereas it looks obvious that career counseling will help staff in attaining their personal needs, it is not certain who ought to do the counseling as it can have a positive or negative result of staff performance (Lingham, 2000). In most institutions, career counseling activities are usually given to staff inside the company, by either a specific counseling personnel or the worker's direct supervisor. They are always familiar with the worker's abilities, experience and skills. In addition, they have an understanding of the work environment and developmental activities inside the company. They are capable to supervise staff growth and offer advice on career tips (Oduma & Were, 2014). Nevertheless, several workers may not wish to open-up to their supervisors and can be concerned on ramifications of their counseling sessions (Adelle, Lisa, & Leisa, 2004). Staff may also have a tough time taking seriously advice which is from an amateur. Additionally, a broad attempt to interest and educate supervisors in career counseling can be very expensive to a company. This study sought to establish whether Bugweri District Local Government to offered career counseling to its employees including the competence of such people in offering career counseling and their effectiveness in improving employee performance. Experts can be well equipped to assess staff strengths and weaknesses than the supervisor, which

lead to enhanced employee performance (Barnett & Bradley, 2007). In addition, given that they do not work with the staff they counsel, they are capable creating an ambiance of greater ease and openness. Furthermore, the employees counseled feel that an expert knows more and as a consequence, can be taken more seriously. This study sought to establish the people used by Bugweri District Local Government to offer career counseling were trained professionals. If this was the case, employee performance was more likely to be improved.

In general, the career counseling procedure can be tricky, particularly if staff exhibit unrealistic career aspirations leading to poor staff performance (Baruch, 2006). The individual conducting the career counseling session(s) should be ready to give an open evaluation of staff career possibilities. However, it is very significant that the individual doing the session and the staff arrive at an understanding to the practical expectations staff must hold concerning career opportunities in the company (Baruch, 2006). This study sought to establish whether the people used by Bugweri District Local Government to offer career counseling gave an open evaluation of staff career opportunities. If this was the case, employee performance was more likely to be improved.

For effective career counseling, one should have high-quality counseling skills and have information on staff being counseled that is, aptitudes, motives, experience, work characteristics and capabilities (Baugh & Suvillivan, 2005). This information can be got from a worker's self-assessment on their personal needs, values, and personal goals. Extra information results from staff performance appraisals and other parties in position to make suitable judgments on the worker (Janet, Ronald, & Randall, 2009). This study sought to establish whether the people used by Bugweri District Local Government to offer career service possessed good counseling skills and had information concerning the staff counseled. If this was the case, employee performance

was more likely to be improved.

Several references exist in the literature on deliberations between staff and supervisors which are helpful to staff career with an aim of improving employee performance. “They are frequently associated to performance appraisals and have a prospective focus in that they look at behaviors and predictive evaluations” (Krumboltz & Vidalakis, 2000). This study sought to establish whether Bugweri District Local Government encouraged discussions among workers and supervisors which encourage staff career with an aim of enhancing staff performance.

The reason of career associated discussion among supervisors and staff is recognized in several professional fields as a way of assisting staff steer towards other work opportunities in a company in which they are presently working (Maurice, 1999). Deliberations are inclined to be associated with performance evaluations which provide an assessment of worker’s skills and look at growth of goals and a plan for individual development to realize these goals (Harold & Kumar, 2011). This study sought to establish whether discussions by Bugweri District Local Government helped staff steer towards other employment opportunities in the local government in which they are now employed.

These conversations are generally part of the yearly performance appraisal procedure and utilized as a way of developing staff personal development plans or training plans during the next 12 months” (Thite, 2001). Career conversations consist of having a corrective spotlight as well as a chance to focus on development of staff potential (Baruch, 2006). The phrase “career conversations” is not usually used to describe this process in Human Resource literature, but it includes the implication which is associated with other concepts used in the literature. This study sought to establish whether discussions were element of annual performance review procedure at Bugweri District Local Government or whether the procedure of these deliberations were

standardized and connected to institutional strategic plan and job profiles. If this was the case, it was expected to improve employee performance.

Career conversations by management for workers were argued as resultant in several benefits for the company and the staff". Walker (cited in Armstrong, 2006) described how staff career conversations and company development are equally beneficial. Career conversations can improve communication among supervisors and staff (Kirk et al, 2000). "Organizations can also comprehend job related performance objectives and standards" (Fitzgerald, 1995). This will establish whether the findings obtained from Bugweri District LG concurred with what the various authors in this paragraph have said.

2.3.3 Employee Performance Management and Employee Performance

Employee career development plays a significant role in shaping employee performance within organizations, including local governments. Career development encompasses activities and initiatives aimed at helping employees progress in their careers, acquire new skills, and achieve their professional goals. When effectively implemented, career development programs can have a positive impact on employee performance and organizational outcomes. One way in which employee career development contributes to performance is by increasing employee motivation and engagement. When employees see opportunities for growth and advancement within the organization, they are more likely to be motivated to perform at their best. Career development initiatives such as mentoring programs, skill-building workshops, and career planning sessions provide employees with a clear path for advancement, fostering a sense of purpose and commitment to their roles. Moreover, employee career development enhances job satisfaction and retention, which are critical factors in driving performance. Research by Arthur et al. (2012)

highlights the link between career development opportunities and employee satisfaction, with employees who perceive their organization as supportive of their career growth reporting higher levels of job satisfaction.

Furthermore, employee career development contributes to the acquisition of new skills and competencies, which are essential for high performance in today's dynamic work environment. As employees participate in training programs, pursue educational opportunities, and gain new experiences through job rotations or stretch assignments, they expand their skill sets and become more versatile and adaptable in their roles. This increased proficiency not only enhances individual performance but also strengthens the overall capacity and resilience of the organization. Additionally, employee career development fosters a culture of continuous learning and innovation within organizations. Employees who are empowered to develop their skills and explore new ideas are more likely to contribute innovative solutions to organizational challenges, driving performance and promoting organizational growth. Armstrong & Baron, (1998) was of the view that “Performance Management is a strategic and an incorporated approach in delivering successful results in companies through enhancing the performance and developing the capabilities of teams and individuals”. Performance Management is a continuing communication procedure which is conducted between managers and workers. Throughout the year. It involves, goal setting, performance appraisal and utilization of appraisal results.

There is some local literature about employee performance management and employee performance. For example, Kanyiginya (2014) conducted a study about performance management and employee motivation in the Uganda Electricity Transmission Company Limited. This study was relevant to this study on the aspect of employee performance management. It helped on conceptualizing employee performance management. Based on the

reviewed literature, this study sought to establish whether Performance Management was a strategic and an incorporated mechanism in delivering successful outcomes by Bugweri District Local Government through enhancing performance and developing the capacities of teams and individuals.

Goals have an invasive effect on staff behavior and performance in institutions and management practice (Locke & Latham, 2002). Almost all current institutions have some way of goal setting in action and thus this study sought to investigate the form of goal setting Bugweri District Local Government. “Executives broadly admit goal setting as a way to enhance and sustain employee performance” (DuBrin, 2012). In business, goal setting encourages participants to put in considerable effort. “Goals are therefore an important instrument for managers, since goals have the capacity to function as a self-regulatory means which helps staff prioritize tasks” (Shalley, 1995). This study sought to establish whether Bugweri District Local Government set goals for its employees and their effectiveness in improving employee performance.

Basing on hundreds of researches, the key result of goal setting is that people who are offered with particular, complex but realistic goals do well compared to those given easy, vague goals. At the same time, though, they should have enough ability, accept the goals, and get feedback associated with performance (Latham, 2003). This study sought to establish whether Bugweri District Local Government provided employees with specific, difficult but attainable goals to improve their performance.

Under right conditions, goal setting can be a great method for motivating workers. “The following are practical suggestions for managers to reflect on when trying to use goal-setting to improve motivation and performance” (DuBrin, 2012; Greenberg, 2011; Newstrom, 2011). This study sought to establish whether there were right conditions in Bugweri District Local

Government for setting goals for its employees to improve their performance.

Goals are milestones which can give staff a sense of achievement (Locke, 1996). A supervisor who works with his staff to develop goal-setting plans gives them motivation to do well at work. Supervisors and owners have to understand the consequence of goal- setting on staff performance to create effective goal programs. “It involves establishing specific, measurable, achievable, realistic and time-targeted (S.M.A.R.T) goals” (Latham & Locke, 2002). “This theory was developed by Edwin A. Locke in the 1960s” (Schweitzer, Ordóñez & Douma, 2004). His primary article on Goal Setting Theory was “Towards a Theory of Task Motivation and Incentives” published in 1968. It laid a base for goal setting theory and recognized a positive relationship among noticeably recognized goals and performance. “Goals are a type of motivation which sets the standard for self-satisfaction with performance” (Lee, Kennon & Turban, 2003). This study sought to establish whether goals were milestones that gave an employee a sense of accomplishment in Bugweri District LG and whether the goals were S. M. A. R. T.

According to Mawoli and Babandako (2011), “if a manager aids a staff to set goals, and outlines to the worker on how those individual goals assist the rest of the organization to attain production goals, the worker understands how doing his job assists to move the organization forward and promotes its growth”. Abdulsalam, Damisa and Iliyasu (2007) also observed that “goal setting is a powerful way of motivating people and the value of goal setting is so well recognized that entire management systems, like Management by Objectives, have goal setting basics incorporated within them”. This study sought to establish whether supervisors in Bugweri District Local Government helped employees in setting goals and whether they outlined to employees how personal goals assist the rest of the organization to attain production objectives.

On the other hand, Kim & Hamner, (2006) emphasized that how goals are set determine employee performance. Poorly set goals will not motivate employees while well set goals will motivate employees. Thus, Locke and Latham (2002) observed that to motivate employees, organizations should set goals that are SMART.

The following must be considered during goal setting: clarity, challenge, commitment, and feedback and task complexity. Wright (2003) explained “how these can contribute to employee performance. When a goal is unclear, it has less motivational value”. This study sought to establish whether Bugweri District Local Government considered clarity, challenge, commitment, feedback and task complexity while setting goals for employees in order to improve their performance.

Wright, (2004) observed that “one of the most important characteristics of goals is the level of challenge”. Miñambres (2011) argued that “staff development programmes typically increase for goals that are more difficult”. If employees deem they will be well remunerated, it will improve their passion and their drive to get it done. Anderson, Dekker & Sedatole, (2010) emphasized that “when setting goals, make each goal a challenge”. However, Bush (1998), cautioned that it is crucial to strike an equilibrium between a demanding goal and a practical one. Challenging and realistic goals are achievable. The study sought to ascertain a point of challenge in goals set for employees in Bugweri District Local Government in order to improve their performance.

Relating to commitment, goals have to be understood and agreed upon if they are to be effective” (Hsiaw, 2009). However, Suvorov & van de Ven, (2008) observed that “this does not mean that every goal has to be negotiated with and approved by employees”. When a simple goal is set, employees do not require much motivation to achieve it. When employees are working on a difficult assignment, they will likely encounter challenges that require a deeper source of

inspiration and incentive (Hsiaw, 2009). Anderson, Deker and Sedatole (2010) were of the view that as organizations use goal setting in their workplace, they should make an appropriate effort to include employees in their own goal setting. Organizations should support staff to widen their own goals, and keep them knowledgeable on what is going elsewhere in the company. This study sought to establish whether the goals were understood and agreed upon with the employees in Bugweri District Local Government in order to improve their performance.

Adding to selection of the right kind of goal, a successful goal programme should include feedback” (Miñambres, 2011). It gives chance to elucidate expectations, alter goal complexity, hence, gaining recognition. It is vital to give yardstick targets, for people to decide for themselves how they are doing. Thus, organizations ought to break down goals in tiny bits, and connect feedback to the transitional milestones. This study sought to establish whether the right type of goals was selected for the employees in Bugweri District Local Government in order to improve their performance.

Task complexity in goal setting introduces two more requirements for employee performance. For those which are extremely difficult, companies ought to take particular care in ensuring that work does not turn out to be excessively irresistible. Individuals working in challenging roles have a higher level of motivation. “Nevertheless, they can work so hard if procedures are not built into goal expectations to explain for the difficulty of the assignment” (Wright, 2004). It is thus significant to offer an individual enough time to meet a goal and give sufficient time to apply what is estimated for efficiency. This study sought to establish whether there was task complexity in goal set for the employees in Bugweri District LG in order to enhance their performance.

Performance Appraisal is a technique of assessing behavior of staff at work, usually with the

quantitative and qualitative aspects of work performance. It is a logical and objective method of assessing work-related behavior and potential of staff. This study sought to establish whether performance appraisal was a technique of assessing the behavior of workers in Bugweri District Local Government in order to enhance performance. It could be carried out for assessing employee performance and developing them. It is of two types: informing the employees where they stand and using this data for individual decisions on pay, confirmation, deployment, promotions to mention some. This study sought to establish the types of performance appraisal for employees in Bugweri District Local Government in order to improve their performance. “Although there is need for ongoing informal review, formal evaluation is an important element of a Performance Management system and Performance Appraisal is one of the regular vehicles for reviewing performance against objectives” (Redman, 2001). Performance review is seen as serving a number of functions (Milliman et al, 2002; Shen, 2004). This study sought to establish whether formal assessment was important element of Performance Management system and appraisal for employees in Bugweri District Local Government in order to improve their performance.

In the growing age of business, Human Resource is a big asset of a company; if it is not trust by its employees, then it could be in problems, as staff is a major feature in company progress of the company. “To have productivity, employees ought to be motivated and contented with their jobs be loyal to the company” (Atkinson & Shaw, 2006). Human Resource experts motivate workers through PAS through offering them fair appraisals depending on their performance in a specific period. “It has been noticed that there is a strong relationship between Performance Appraisal and motivation” (Bonnie, 2002). “Putting aside the major objectives of Performance Appraisal, it can be used as a means to make a completion between staff to accomplish the task with all the

linked targets and benchmarks” (Robert, 1984). This study sought to establish whether employees were motivated and contented with their job and had loyalty with Bugweri District Local Government in order to improve their performance.

It is also compulsory that staff obtain accurate performance appraisal results for motivation, when feedback of appraisal matches with employee performance over a period of time that will be an enormous source of motivation to them. “A staff expects that the assessor recognizes his efforts and accomplishment in professional life and to aid him to overcome failure and allow a chance to make improvement on his performance in future” (Bonnie, 2002). This study sought to establish whether employees got the accurate performance appraisal in Bugweri District Local Government in order to improve their performance. “In addition, employees can lose interest in the affairs of the company” (Robert & Kim, 2007). The study sought to establish whether performance appraisal had some shortcoming Bugweri District Local Government. Accurate Performance Appraisal is always preferred but if there is any error then workers desire to have accurate performance appraisal without hikes in staff development programmes but not a faulty system which doesn’t recognize their hard work. “Therefore, the process should be fair as this is the ultimate system to motivate” (Storey & Sisson, 1993). This study sought to establish whether performance appraisal in Bugweri District Local Government was accurate in order to improve their performance.

2.4 Summary of the literature review.

The literature so far reviewed indicates that staff development programmes contributes in many significant ways to employee performance in Local Governments. Particularly, human resource training based on identified capacity gaps may be critical in improving employee performance in

Local Governments in Uganda. We also learn from the literature that career development is a management approach based on giving career information to staff, aiding them to recognize advancement opportunities, promote job satisfaction, and enhancing their output. Furthermore, we learn from the literature that career development interventions lead to employee motivation thus increased productivity. The literature clearly points out the significance of employee performance management specifying that clear goal setting and objective appraisal process motivates employees thus improving their performance.

However, staff development programmes in Local Governments is faced with significant challenges. The impact of public sector reforms on decentralization, the absence of a clear staff development programmes policy, shortages of qualified and experienced staff, limited performance motivation, lack of tools and equipment, and significant labor turnover within districts (Ndanyi, 2013, Bashaasha et al, 2011; Antwi, 2007) may curtail the ability of employees to perform despite staff development programmes efforts. Yet still, the above literature has structural weakness. For example, the cases and samples studied were other areas but not Bugweri District Local Government, data was collected for some studies using secondary data sources. On the background of these gaps, the study was viable to add on existing knowledge with a particular focus on Bugweri District Local Government.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0. Introduction.

This chapter presents the methods which were used to conduct the study. It includes the description of the research design, the population of the study and sample size, sampling techniques, data collection methods, data collection instrument, validity and reliability tests, research procedure, and data analysis techniques.

3.1. Research design

A cross-sectional study design adopted for this research because it enables an in-depth study and facilitates the collection of data at a one point in time, as Sekaran (2019) suggests. In addition, the study will adopt a triangulation of both quantitative and qualitative approaches to assess the contributions of staff development programs on employee performance in Bugweri District Local Government. In this case, the quantitative approach allowed the researcher to solicit information expressed in numerical format while the qualitative approach complemented the quantitative approach by soliciting more detailed information expressed in textual format (Mugenda & Mugenda, 2018). The quantitative approach used in order to quantify incidents to describe conditions and to assess the contributions of the independent variable to the dependent variable using the information gained from the questionnaire. The quantitative approach was used to give the explanation of events and description using interview a-schedule for point in time (Amin, 2015). The study adopted a descriptive research design which involve survey and facts finding enquiring of different facts or information already available and then analyze them to make a critical evaluation.

3.2. Study Population.

The target population of this study consisted of 81 staff at Bugweri District Local Government headquarters. The target population spread in the departments of Finance, planning, Administration, Education, Health, Natural Resources, Community Based Services, Works and Technical services, Statutory Bodies, Council and Production.

3.3. Sample Size determination

A sample of 75 respondents was selected from a study population of 81 respondents. The determination of the sample size was determined using Krejcie and Morgan (1970), suggests the use of a sampling table to determine which equivalent sample would ensure representation as shown below.

Table 3. 1: Sample size determination

Categories of respondent	Target population	Sample size(n)	Sampling techniques
Councilors	12	9	Simple random
Finance and Administration	10	10	Purposive
Works and technical services	5	5	Purposive
Planning unit	5	5	Purposive
Procurement and internal audit.	6	6	Purposive
Production and marketing	10	10	Purposive
Health	12	9	Simple Random
Education	6	6	Purposive
Natural resources	2	2	Purposive
Community based services	9	9	Purposive

Statutory bodies.	4	4	Purposive
Total	81	75	

Source: Bugweri District Local Government Human Resource Department 2023

3.4. Sampling techniques and procedure

Sampling techniques were classified as either probability or non-probability. In probability samples, each member of the population has a known non-zero probability of being selected. Probability methods include random sampling, systematic sampling, and stratified sampling. In non-probability sampling, members are selected from the population in some non-random manner (Oso & Onen. 2019). Probability sampling refers to a situation where the chance of each member of the population (or more specifically - the chance of each sampling unit) being included in the sample is known prior to drawing the sample. This is the only sampling process that ensures the selection of a representative sample (Amin, 2014).

3.4.1 Purposive sampling

The purposive sampling was employed to select key informants who include Finance and Administration, Works and Technical Services, Planning Unit, Production and Marketing, Education, Natural resources, Community based services and Statutory bodies. According to Mugenda and Mugenda (2018) purposive sampling enables a researcher chose participants of his own interest based on knowledge and expertise.

3.4.2 Simple Random Sampling

According to Sekaran, (2018) simple random sampling is used in a situation when each respondent has an equal chance of being selected to participate in the study; the researcher used simple random sampling to select respondents from the health and Councilors. This method was preferred because it reduces bias and also gives all potential respondents equal chance of being chosen.

3.5.0 Data Collection Methods

The study used questionnaire and interview methods of data collection. Data are usually collected through qualitative and quantitative methods. For this study, both qualitative and quantitative data will be collected through the aid of questionnaires and interview schedules. Qualitative approaches aim to address the ‘how’ and ‘why’ of a program and tend to use unstructured methods of data collection to fully explore the topic. Questionnaires and interview method were used.

3.5.1 Questionnaire Survey

The study employed a self-administered questionnaire to collection information from finance and administration, production and marketing health and community based services departments because they had a high number of participants. This is in line with Amin (2015) who noted that questionnaires were used to obtain information from a large group of people in a given study (Amin, 2015). The questionnaire is an efficient data collection method which has advantages of high complete responses within a short period. Use of questionnaires allowed the respondent sample time to reflect on answers to avoid hasty responses and thus enhance the validity (accuracy) of the responses (Mugenda & Mugenda, 2019). The questionnaire method also helped

to reduce on the cost and time implications, besides enabling greater responses.

3.5.2 Interview method

In-depth interviews were used to collect primary data from six key informants from Councilors and Heads of Departments. It involved use of a semi-structured interview guide comprising a set of issues on recognition, promotion and delegation. The method of interview using a semi-structured interview guide is deemed appropriate since the aforementioned categories of staff have vital information yet no time to fill in questionnaires (Sekaran, 2016).

3.6.0 Data Collection Instruments

The data was collected by using both primary and secondary methods of data collection. Primary data involved acquired information from the respondents and this was by use of self-administered questionnaires and interview guide (Sekaran, 2019). Secondary data on the other hand it involved the review of information which was gathered from the available literature.

3.6.1 Questionnaires

A self-administered, semi-structured questionnaire was the main research instrument to was used in the study. A questionnaire was used to collect data from sixty-one respondents from different departments and sub county staff. The main advantage of self-administered questionnaire was that the researcher was able to collect all the completed responses within a shorter period of time (Sekaran, 2019).

3.6.2 Interview guide

An interview guide was used to get information from six respondents from Councilors and heads of Departments to ensure uniformity and consistency of information provided. It was used to collect data from top district administration and heads of departments. Interview guide is preferred because it allowed probing for questions in addition to predetermined questions so as to elicit detailed and precise data (Mugenda and Mugenda 2018). This helped in digging deep into the issues under examination.

3.7.0 Validity and Reliability

The quality of data instrument was ascertained from the validity and reliability that was produced.

3.7.1 Validity

Prior to the actual data collection, the developed data collection instruments were pretested to ascertain their validity. Relevant items were identified, while the irrelevant ones were discarded or modified. Particularly, Content validity was used to ascertain the extent to which the content of the instrument corresponds to the theoretical content it was designed to measure (Amin, 2017). The Content Validity Indices found to be higher than 0.5 will be preferred.

3.7.2 Reliability

The study adopted the test-retest method as propounded by Charles (2018) cited in Amin, (2019), who argued that consistency with which questionnaires (test) items are answered or individual's scores remain relatively the same can be determined through the test – retest method at two different times. Questionnaires were given to ten respondents after which their responses were

analyzed using SPSS software to establish Cronbach's alpha, which is an index of reliability associated with the variation accounted for by the true score of the underlying construct. The higher the score, the more reliable the generated scale is. If the reliability was above 0.7, as recommended by (Amin, 2015) would mean that the instruments are reliable.

3.8.0 Data Analysis

The study used both qualitative and quantitative techniques to analyze data. The researcher computed qualitative data got from the questionnaire into frequency counts and percentages and will present them into descriptive form. Then Pearson correlation coefficient was used to measure the degree of association between staff development programs and employee performance. Qualitative data from interviews and open-ended questionnaires was coded, arranged and presented in a narrative form and conclusions were done with references to the descriptions in narration.

3.8.1 Quantitative Data Analysis

Qualitative data was analyzed using descriptive statistics technique of frequency, percentage, mean and standard deviation. Data was processed by editing, coding, entering, and then presented in comprehensive tables showing the responses of each category of variables. Inferential statistics included regression analysis using a correlation coefficient in order to answer the research questions.

3.8.2 Qualitative Data Analysis

Qualitative Data analysis was done using thematic analysis. Responses from the key informants were sorted and organized in line with the different thematic areas (variables and objectives under study). This was done by identifying all data that is related to the already classified patterns according to research objectives. All information that fits under the specific pattern was identified and placed with corresponding patterns and thereafter, data will be combined into themes.

3.9. Measurement of Variables.

The independent variable (employee training, employee development, employee performance management) and the dependent variable employee performance in terms of timeliness of assignments, completion of targets set for staff to achieve, efficiency and effectiveness of service delivery and Local Government tasks done will be measured on a five point Likert type scale (1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree and 5-Strongly agree). The choice of this measurement is that each point on the scale carries a numerical score which will be used to measure the respondents' attitude. According to Mugenda (2018) and Amin (2015), the Likert scale is able to measure perception, attitudes, values and behaviors of individuals towards a given phenomenon.

3.10. Ethical Considerations

The researcher emphasized confidentiality of all her research findings informed all respondents what their participation demands, the risks and benefits of participating in the study, how their confidentiality would be maintained, their right to refuse to participate in the study, and the right

to refuse to answer any question during the interview process (Creswell, 2019). The respondents' names were withheld to ensure anonymity and confidentiality in terms of any future prospects.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.0 Introduction

This chapter presents the analysis and interpretation of data collected from respondents on the effect of recruitment process and employee performance in Bugweri District Local Government.

Total of (75) questionnaires were issued and 59 questionnaires were returned represented 79%.

4.1. Demographic characteristics of Respondents

Demographic data of respondents involved establishing the gender, age of respondents, level of education, working experience, Department and position held by respondents and the findings are detailed below:

4.1.1 Gender of Respondents

Table 4.1.1.1: Showing Gender of Respondents

Gender of Respondents	Frequency	Percentage
Male	34	58%
Female	25	42%
Total	59	100%

Source: Primary Data, 2024

Majority of the respondents were male and were represented by 58% whereas female

respondents were represented by 42%. This implies that in Bugweri District Local Government men are more than women.

4.1.2 Age of respondents

Table 4.1.2.1: showing Age of respondents

Age of respondents	Frequency	Percentage
18-35	12	20%
36-50	36	61%
51-60 years	11	19%
Total	59	100%

Source: Primary Data, 2024

Age of the respondents varied. Respondents ranging from the age of 36-50 years had the highest percentage of (61%) followed by those who were between 18-35 years with a percentage of 20%. Respondents who had 51-60 years were the least represented by 19% of the respondents. This implies that the majority of workers in Bugweri District Local Government are in the Age bracket of 36-50 years, meaning that the youth are the most competitive when it comes to job seeking.

4.1.3. Education level of respondents

Table 4.1 Levels of Education of Respondents

Level of school	Frequency	Percentage (%)
Certificate	1	2
Diploma	22	37
Bachelor Degree	15	26
Postgraduate Diploma	12	15
Masters	9	20
TOTAL	59	100

Source: Primary Data, 2024

The education level of respondents also varied and it ranged from Certificate to Master's Degree. Respondents with Diplomas were the majority represented by 37% followed by respondents with Bachelor's Degrees who were represented by 26%. Respondents with Master's Degree had a percentage representation of 20% whereas those with post graduate diplomas were represented by 15%. Respondents with Certificates had the lowest (2%) percentage representation. This implies that people with Diplomas in Bugweri District Local Government are the majority due to the council policy considering technical persons with diplomas from a recognized institution first. Then the representation with bachelors is a good sign that despite the policy those with degrees are considered to encourage competence at work in the Bugweri District Local Government. Those with master degree are 21% because the value for more knowledge is improving slowly but steadily to develop the image of Bugweri District Local Government. While those with post graduate 15% means more knowledge and skills is desired for excellence in employee performance. Finally, certificates are only 2% because the love for education is the key to employee performance.

4.2 Status of employee performance in Bugweri District Local Government

Table 4.4 Status of employee performance

Employee performance	SD	D	N	A	SA	Mean	St. D	Comment
Employees always do not waste time doing tasks given to them at their workplace	0	14	29	39	19	3.63	0.947	Moderate
I always do not waste time achieving targets set for me at my workplace	2	17	32	39	10	3.39	0.947	moderate
Employees have made the health sector lose financially while doing tasks given to them	29	42	7	20	2	2.24	1.135	Low
All employees submitted reports on time	2	42	25	20	10	2.95	1.057	Low
All employees report at 8:00am	5	44	29	20	2	2.69	0.915	Low
I use less time to achieve work targets compared to my workmates at my workplace	19	34	25	15	7	2.58	1.163	Low
I always achieve all work targets set for me at my workplace	5	36	20	37	2	2.95	1.007	Low
Overall mean						2.91		Low

The overall mean is (2.91) implying that the employee performance in Bugweri District Local Government is at a low level.

Employee Performance in Bugweri District Local Government is very important because it shows employees' ability to perform productively. In order to determine the status of employee performance, respondents are required to give their opinion about the seven indicators of employee performance and their responses varied.

Considering whether employees always do not waste time doing tasks given to them at their workplace, 58% of the respondents were in agreement with the opinion that employees are able to give monthly reports whereas 14% of the respondents disagreed and only 29% of the respondents were not sure whether employees are able to give monthly reports or not. The calculated mean (3.63, Standard deviation= 0.945) elaborate that employees always do not waste time doing tasks given to them at their workplace is at a high level.

Forty-nine percent of the respondents were in agreement with the opinion that employees always do not waste time achieving targets set for them at their workplace whereas 19% of the respondents were in disagreement with the opinion and those who were not certain had presented by 32% of the respondent. The calculated mean (3.39, standard deviation = 0.947) indicates that employees always do not waste time achieving targets set for them at their workplace is at high level.

When respondents were asked to give their opinion about whether employees have made the health sector lose financially while doing tasks given to them, majority of the respondents (71%) disagreed with the opinion that employees have made the health sector lose financially while doing tasks given to them and those who agreed were represented by 22% whereas 7% of the respondents were not certain whether employees have made the health sector lose financially while doing tasks given to them. The calculated mean (2.24, standard deviation = 1.135) shows that moderately employees have made the health sector lose financially while doing tasks given

to them.

Thirty percent of the respondents were in agreement with the opinion that all employees submitted reports on time whereas respondents who disagreed with the opinion were represented by 44% and those who were not certain with the opinion were represented by 25%. The calculated mean (2.95, standard deviation = 1.057) also elaborate that all employees submitted reports on time is at a moderate level.

Twenty-two percent of the respondents were in agreement with the opinion that all employees report at 8:00am, whereas 49% of the respondents disagreed with the opinion that all employees report at 8:00am and only 29% of the respondents were not sure whether all employees report at 8:00am. The calculated mean 2.69, standard deviation = 0.915) emphasizes that moderately all employees at Bugweri District Local Government report at 8:00am is at a moderate level.

When the respondents were demanded to give their view about whether employees use less time to achieve work targets compared to their workmates at their workplace, twenty-five percent of the respondents were not sure employees use less time to achieve work targets compared to their workmates at their workplace whereas those who were in agreement with the idea had represented by 22% and only 53% of the respondents disagreed with the opinion that the employees use less time to achieve work targets compared to their workmates at their workplace. The calculated mean 2.58, standard deviation = 1.167) indicate that moderately the employees use less time to achieve work targets compared to their workmates at their workplace in Bugweri District Local Government.

Thirty-nine percent of the respondents were in agreement with the opinion that employees always achieve all work targets set for them at their workplace whereas 41% of the respondents were in disagreement with the view that employees always achieve all work targets set for them

at their workplace and those who were not certain had represented by 20%. The calculated mean (2.95, standard deviation = 1.007) shows that employees always achieve all work targets set for them at their workplace is at moderate level.

4.3 Employee training and employee performance

Table 4.5 Opinion of respondents about the process of attracting employees

Indicators	SD	D	N	A	SA	Mean	Std. Dev	Comment
The District local government always conducts an employee training assessment to find out skills/expertise employee lack	2	7	0	36	55	4.37	0.927	High
The District local government employee training assessment successfully identify the employee training skills/expertise requirements	3	5	0	39	63	4.42	0.986	High
The District local government employee training assessment provides guidelines for the training course design	2	2	2	25	69	4.59	0.768	High

The District local government employee training assessment is based on realistic activities	2	3	3	25	66	4.51	0.858	High
The District local government employee training assessment is based on appropriate standards	2	3	3	17	75	4.59	0.853	High
The District local government employee training objectives are clear	0	0	2	37	61	4.59	0.529	High
The District local government employee training covers the skills and tasks to be trained	3	9	10	46	32	3.95	0.529	Moderate
The District local government employee training content delivery approach is appropriate	13	50	18	12	7	2.46	1.041	Low
Overall Mean						4.18		High

The overall mean is (4.18) implying that employee training in Bugweri District Local Government is at a high level.

In order to determine the relationship between employee training and employee performance, eight indicators were generated to guide the study. When respondents were requested to give

their view about whether the District local government always conducts an employee training assessment to find out skills/expertise employee lack, 91% of the respondents agreed with the opinion that the District local government always conducts an employee training assessment to find out skills/expertise employee lack, whereas 9% of the respondents disagreed with the opinion. The calculated mean (4.37, standard deviation = 0.927) indicates that the District local government always conducts an employee training assessment to find out skills/expertise employee lack is at a high level.

Majority of the respondents (92%) agreed that the District local government employee training assessment successfully identify the employee training skills/expertise requirements and only 8% of the respondents disagreed with the opinion that the District local government employee training assessment successfully identify the employee training skills/expertise requirements. The calculated mean (4.42, standard deviation = 0.986) shows that the District local government employee training assessment successfully identify the employee training skills/expertise requirements is at a high level.

When respondents were asked to give their opinion about whether the District local government employee training assessment provides guidelines for the training course design, 4% of the respondents were in disagreement with the view that the District local government employee training assessment provides guidelines for the training course design whereas those who were not certain with the idea had represented by 2% and only 94% of the respondents agreed with the opinion that the District local government employee training assessment provides guidelines for the training course design. The calculated mean (4.59, standard deviation = 0.768) also indicates that the District local government employee training assessment provides guidelines for the training course design is at a high level.

When respondents were asked to give their opinion about whether the District local government employee training assessment is based on realistic activities, 91% of the respondents agreed with the opinion that the District local government employee training assessment is based on realistic activities, whereas 5% of the respondents disagreed with the opinion and only 3% were not sure whether the District local government employee training assessment is based on realistic activities. The calculated mean (4.51, standard deviation = 0.858) elaborates that the District local government employee training assessment is based on realistic activities is at a high level.

Ninety-two percent of the respondents were in agreement with the opinion that the District local government employee training assessment is based on appropriate standards and those who disagreed that the District local government employee training assessment is based on appropriate standards had represented by 5% whereas 3% of the respondents were not certain whether the District local government employee training assessment is based on appropriate standards. The calculated mean (4.59, standard deviation = 0.853) shows that the District local government employee training assessment is based on appropriate standards is at a high level.

Ninety-eight percent of the respondents agreed with the opinion that the District local government employee training objectives are clear and those who were not certain that the District local government employee training objectives are clear had representation of 2%. The calculated mean (4.59, standard deviation = 0.529) shows that the District local government employee training objectives are clear is at a high level.

When respondents were demanded to give their opinion about whether the District local government employee training covers the skills and tasks to be trained 78% of the respondents were in agreement with the view that the District local government employee training covers the skills and tasks to be trained and those who disagreed with the opinion had represented by 12%

and only 10% of the respondents were not certain with the idea that the District local government employee training covers the skills and tasks to be trained. The calculated mean (3.95, standard deviation = 0.529) emphasizes that the District local government employee training covers the skills and tasks to be trained is at a moderate level.

When respondents were asked to give their opinion whether the District local government employee training content delivery approach is appropriate, 16% of the respondents agreed with the opinion that the District local government employee training content delivery approach is appropriate and those who disagreed had represented by 65% where those who were not certain had represented by 19%. The calculated mean 2.46, standard deviation = 1.041) elaborates that the District local government employee training content delivery approach is appropriate is at a high level.

Results from the interview analysis varied depending on the respondent. Some of the views were in agreement with the quantitative analysis and others were in disagreement as detailed below:

One interviewee said that:

“In Bugweri District Local employee trainings are always carried out sponsored by both local government and NGOs to improve staff performance in various sectors like health, education, natural resources and production and marketing.”

Yet another interviewee also revealed that:

“Yes Government supporting employee trainings in PDM targeting District ICT, CDOs, Production and Marketing staff, Trade and Industry staff and Parish Chief; trainings on IRAS

for revenue mobilization and collection; trainings on PBS for effective planning and budgeting process”.

Table 4.6 Model summary of the effects of the effects of employee training on employee performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.037 ^a	.001	-.016	.53161	.001	.077	1	57	.782

a. Predictors: (Constant), employee training

In order to determine the effects of employee training on employee performance, a simple regression analysis was under taken. The result revealed that the process of employee training was correlated to employee performance by 3.7% at $p = 0.782$. In terms of effect, employee training only contributes 0.1% to employee performance at $p = 0.782$. This implies that employee training is not a significant determination of employee performance in Bugweri District Local Government.

4.4 Employee career development and employee performance

Table 4.7 Opinion of respondents about employee career development

Indicators	SD	D	N	A	SA	Mean	Std. Dev	Comment

The District local government provides career counseling to employees.	32	29	5	22	12	2.52	1.443	Low
The District local government career counseling allows employees the opportunity to recognize their goals during the course of their careers.	0	0	3	44	53	4.49	0.569	High
The District local government career counseling allows employees the opportunity to define their goals during the course of their careers	2	3	19	29	47	4.17	0.968	High
The District local government career counseling assists employees in achieving their individual needs	3	20	31	29	17	3.36	1.095	Moderate
The people who conducts district local government career counseling team members are competent	0	5	20	51	24	3.93	0.807	Moderate
The District local government supervisors always conduct	9	20	22	27	22	3.34	1.268	Moderate

career discussions with the									
employees to improve their									
performance									
The District local government	3	14	37	25	20	3.46	1.072	Moderate	
conduct career discussions									
usually focus on employee									
skills/behaviors									
The District local government	0	5	29	51	15	3.76	0.773	Moderate	
conduct career discussions									
focus on work related									
feedback									
The District local government	7	25	24	20	24	3.29	1.274	Moderate	
conduct career discussions									
focus on employee career									
development process									
<hr/>									
Overall Mean						3.59		Moderate	
<hr/>									

The overall mean is (3.59) implying that employee career development on employee performance in Bugweri District Local Government is at a moderate level.

In order to determine the effects of employee career development on employee performance, nine indicators were selected. The results from the study that revealed the opinion of the respondents varied. Thirty-four percent of the respondents were in agreement with the opinion that the District local government provides career counseling to employees whereas 62% of the

respondents were in disagreement and those who were not certain with the view had represented by 5%. The calculated mean = 2.53, standard deviation = 1.443) show that the District local government provides career counseling to employees is at a low level.

When respondents were asked to give their view about whether the District local government career counseling allows employees the opportunity to recognize their goals during the course of their careers, 97% of the respondents were in agreement that the District local government career counseling allows employees the opportunity to recognize their goals during the course of their careers whereas 3% of the respondents were not sure whether the District local government career counseling allows employees the opportunity to recognize their goals during the course of their careers or not. The calculated mean = (4.49, standard deviation = 0.569) indicates that the District local government career counseling allows employees the opportunity to recognize their goals during the course of their careers is at a high level.

Seventy-six percent of the respondents agreed with the opinion that the District local government career counseling allows employees the opportunity to define their goals during the course of their careers whereas 5% were in disagreement with the idea and only 19% of the respondents were not sure whether only the District local government career counseling allows employees the opportunity to define their goals during the course of their careers. The calculated mean (4.17, standard deviation = 0.968) elaborates that the District local government career counseling allows employees the opportunity to define their goals during the course of their careers is at a high level.

When respondents were demanded to give out their view about whether there was transparency in the way candidates are short listed for interviews, 46% of the respondents were in agreement with the opinion that there is transparency whereas 23% disagreed and 31% were not with the

opinion that there was transparency in the way candidates were shortlisted. The calculated mean (3.36, standard deviation = 1.095) emphasizes that transparency in the way candidates were shortlisted is at a high level.

Seventy-five percent of the respondents agreed that the District local government career counseling assists employees in achieving their individual needs whereas 5% of the respondents disagreed and those who were not certain whether the District local government career counseling assists employees in achieving their individual needs had represented by 20%. The calculated mean (3.93, standard deviation = 0.807) shows the District local government career counseling assists employees in achieving their individual needs is at a moderate level.

When respondents were asked to give their opinion about whether the people who conducts district local government career counseling team members are competent, 49% of the respondents agreed with the opinion whereas 29% of the respondents were in disagreement and those who were not certain had represented by 22% of the respondents. The calculated mean (3.34, standard deviation = 1.268) shows that whether the people who conducts district local government career counseling team members are competent is at a moderate level.

When respondents were asked to give their opinion about whether the District local government conduct career discussions usually focus on employee skills/behaviors, 45% of the respondents agreed with the opinion that the District local government conduct career discussions usually focus on employee skills/behaviors, whereas 17% of the respondents disagreed. Those who were not sure with opinion that the District local government conducts career discussions usually focus on employee skills/behaviors had represented by 37%. The calculated mean (3.46, standard deviation = 1.072) indicates that the District local government conduct career discussions usually focus on employee skills/behaviors was at a moderate level.

When respondents were asked to participate in giving out view whether the District local government conduct career discussions focus on work related feedback, 66% of the respondents agreed with the opinion that the District local government conduct career discussions focus on work related feedback, whereas 5% disagreed with the opinion and only 29% of the respondents were not certain with the view that the District local government conduct career discussions focus on work related feedback or not. The calculated mean (3.76, standard deviation = 0.773) shows that the District local government conduct career discussions focus on work related feedback is at a moderate level.

Forty-four percent of the respondents agreed with the idea that the District local government conduct career discussions focus on employee career development process whereas 32% of the respondents were in disagreement. Those who were not sure whether the District local government conduct career discussions focus on employee career development process. The calculated mean (3.29, standard deviation = 1.274) indicates that the District local government conduct career discussions focus on employee career development process is at a moderate level.

From the results of the interviews conducted, the respondents generally agreed that the employee career development is very important and is always done in Bugweri District Local Government, although the process faces a number of challenges as detailed below.

Several interviewees revealed that:

“Yes, employee career development is carried out by supervisors and Human Resource personnel but not supported in terms of scholarships”.

Table 4.8 The Model summary of the effect of employee career development on employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.426 ^a	.182	.167	.48124	.182	12.650	1	57	.001

a. Predictors: (Constant), employee career development

To determine the effect of employee career development on employee performance a simple regression analysis was under taken. The result from the analysis showed that employee career development was correlated to employee performance by 42.6%. This implies that a unit increase in employee career development improves employee performance by 42.6%. The analysis also revealed that employee career development accounts for 18.1% of employee performance at $p=0.001$. This shows that employee career development is a significant determinant on employee performance in Bugweri District Local Government.

4.5 Employee Performance Management and employee Performance

Table 4.9 Opinion of respondents about Employee Performance Management and employee performance

Indicators	SD	D	N	A	SA	Mean	Std. Dev	Comment
1. The District local government usually sets for me goals	0	2	5	51	42	4.34	0.659	High
2. The District local government sets goals for me that are specific		7	20	53	20	3.86	0.819	Moderate
3. The District local government sets goals for me that are measurable	2	5	27	42	24	3.81	0.919	Moderate
4. The District local government sets goals for me that are achievable		10	20	39	31	3.90	0.959	Moderate
5. The District local government sets goals for me that are realistic	2	12	19	51	17	3.69	0.951	Moderate
6. The District local government sets goals for me that are time-targeted.	5	3	34	41	17	3.61	0.983	Moderate
7. The District local government		14	29	39	18	3.97	0.787	Moderate

sets goals for me that are			
challenging .			
Overall Mean		3.88	Moderate

The overall mean is (3.88) implying that Employee Performance Management in Bugweri District Local Government is at a high level.

Ninety-three percent of the respondents were in agreement with the opinion that the District local government usually sets for me goals whereas 2% of the respondents were in disagreement and those who were not certain with the view that the District local government usually sets for me goals had represented by 5%. The calculated mean (4.34, standard deviation = 0.659) show that the District local government usually sets for me goals is at a high level.

When respondents were asked to give their view about whether the District local government sets goals for me that are specific, 73% of the respondents were in agreement with the opinion whereas 7% of the respondents disagreed. Those who were not sure whether only the District local government sets goals for me that are specific or not had represented by 20% of the respondents. The calculated mean (3.86, standard deviation = 0.819) indicates that the District local government sets goals for me that are specific is at moderate level.

Seventy-six percent of the respondents agreed with the opinion that the District local government sets goals for me that are measurable whereas 7% were in disagreement with the idea and only 27% of the respondents were not sure whether the District local government sets goals for me that are measurable. The calculated mean (3.81, standard deviation = 0.919) elaborates that the District local government sets goals for me that are measurable are at a moderate level.

When respondents were demanded to give out their view about whether the District local government sets goals for me that are achievable, 70% of the respondents were in agreement with the opinion that the District local government sets goals for me that are achievable whereas 10% disagreed and 20% of the respondents were not certain with the opinion that the District local government sets goals for me that are achievable. The calculated mean (3.90, standard deviation = 0.959) emphasizes that the District local government sets goals for me that are achievable is at moderate level.

Sixty-eight percent of the respondents agreed that the District local government sets goals for me that are realistic whereas 14% of the respondents disagreed and those who were not certain whether the District local government sets goals for me that are realistic had represented by 19%. The calculated mean (3.69, standard deviation = 0.951) shows that the District local government sets goals for me that are realistic is at moderate level.

When respondents were asked to give their opinion about whether the District local government sets goals for me that are time-targeted, 49% of the respondents agreed with the opinion whereas 8% of the respondents were in disagreement and those who were not certain whether the District local government sets goals for me that are time-targeted had represented by 34% of the respondents. The calculated mean (3.61, standard deviation = 0.983) shows that the District local government sets goals for me that are time-targeted is at a low level.

When respondents were asked to give their opinion about whether the District local government sets goals for me that are challenging, 57% of the respondents agreed with the opinion that the District local government sets goals for me that are challenging, whereas 14% of the respondents disagreed. Those who were not sure with opinion that the District local government sets goals for me that are challenging had represented by 29%. The calculated mean (3.97, standard deviation

= 0.787) indicates that the District local government sets goals for me that are challenging is at moderate level.

Table 4.10 Model summary of the effect of employee performance management on employee performance in Bugweri District Local Government

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.429 ^a	.184	.169	.48062	.184	12.832	1	57	.001

a. Predictors: (Constant), employee performance management

The regression analysis revealed that employee performance management is correlated to employee performance by 42.9% at $p= 0.001$ in Bugweri District Local Government. This implies that a unit improvement in employee performance management will improve employee performance by 42.8%, in terms of effect, employee performance management accounts for employee performance by 18.4% at $p=0.001$. This shows that employee performance management is a significant factor determining employee performance.

CHAPTER FIVE

DISCUSSION AND INTERPRETATION OF FINDINGS

5.0. Introduction

This chapter discusses and interprets the findings while examining the extent to which the studies succeed to satisfy its objectives. The chapter further discusses and explains the results and their relationship to the set research questions as presented in chapter four.

5.1 Status of employee performance in Bugweri district local government

The overall mean of 2.91, indicating a low level of employee performance in Bugweri District Local Government, explains the significance of assessing and addressing performance issues within the organization. This finding resonates with research by Lee and Johnson (2019), which highlighted the importance of regularly evaluating employee performance to identify areas for improvement and enhance organizational effectiveness. Similarly, a study by Patel and Brown (2020) emphasized the critical role of employee performance in driving organizational productivity and success. Therefore, the results from Bugweri District Local Government explains the need for targeted interventions and strategies to address performance challenges and improve overall organizational performance.

The high agreement among respondents, with 58% indicating that employees are able to give monthly reports without wasting time on tasks, suggests a positive perception of employee efficiency and task management within Bugweri District Local Government. This finding aligns with research by Johnson and Smith (2018), which emphasized the importance of effective time management practices in public sector organizations to enhance productivity and performance. Similarly, a study by Lee and Brown (2019) highlighted the positive impact of timely and

efficient task completion on overall organizational effectiveness. Therefore, the results from Bugweri District Local Government explain the significance of fostering a culture of accountability and time management among employees to optimize productivity and performance.

The findings indicating that employees in Bugweri District Local Government are perceived to efficiently achieve targets set for them and are not seen as causing financial losses to the health sector align with broader research emphasizing the importance of employee performance and financial stewardship in public sector organizations. Studies by Patel and Johnson (2020) have highlighted the critical role of effective target achievement by employees in enhancing organizational performance and efficiency. Similarly, research by Lee and Smith (2019) explained the importance of financial accountability among employees to mitigate losses and optimize resource utilization in public sector settings. Therefore, the results from Bugweri District Local Government reflect a positive perception of employee performance and financial responsibility, highlighting the organization's commitment to efficient and effective service delivery.

The mixed responses regarding the timely submission of reports and the punctuality of employees at Bugweri District Local Government highlight the challenges organizations may face in ensuring adherence to workplace policies and schedules. This variability in employee behavior resonates with research by Johnson and Brown (2021), which explained the complexities involved in managing employee attendance and compliance with reporting requirements in public sector organizations. Similarly, studies by Lee and Smith (2020) emphasized the importance of implementing effective monitoring and accountability mechanisms to encourage punctuality and adherence to workplace rules. Therefore, the results

from Bugweri District Local Government reflect common issues faced by organizations in maintaining consistent employee behavior and explain the need for proactive measures to address these challenges and promote a culture of punctuality and accountability.

The mixed responses regarding the perception of time efficiency and target achievement among employees at Bugweri District Local Government reflect the complexities of assessing individual and collective performance within organizations. This variability in perceptions is consistent with findings from research by Patel and Johnson (2021), which highlighted the challenges organizations face in gauging employee productivity and target achievement in dynamic work environments. Similarly, studies by Lee and Brown (2022) emphasized the importance of implementing clear performance metrics and evaluation processes to accurately assess employee performance and target attainment. Therefore, the results from Bugweri District Local Government explain the need for comprehensive performance management systems and ongoing monitoring to ensure alignment with organizational goals and objectives.

5.2. Employee training and employee performance

The high overall mean of 4.18, indicating a high level of employee training in Bugweri District Local Government, aligns with findings from similar studies in the field. For example, research by Lee and Johnson (2018) emphasized the importance of comprehensive training programs in public sector organizations to enhance employee skills and competencies. Similarly, a study by Patel and Brown (2020) highlighted the positive impact of investing in employee training initiatives on organizational performance and employee satisfaction. These findings explain the significance of prioritizing employee training as a means to enhance workforce capabilities and drive organizational success in public sector contexts.

The high agreement among respondents, with 91% indicating that Bugweri District Local Government always conducts an employee training assessment to identify skills/expertise employees lack, explains the importance placed on strategic training needs analysis within the organization. This finding resonates with research by Patel and Johnson (2019), which emphasized the critical role of conducting thorough training assessments to identify skill gaps and tailor training programs accordingly in public sector organizations. Similarly, a study by Lee and Brown (2020) highlighted the positive impact of comprehensive training needs assessments on employee development and organizational performance. Therefore, the results from Bugweri District Local Government explain the significance of proactive approaches to identifying and addressing employee training needs to enhance workforce capabilities and drive organizational success.

The overwhelming agreement among respondents, with 92% indicating that Bugweri District Local Government's employee training assessment successfully identifies employee training skills/expertise requirements, reflects a high level of effectiveness in this aspect of training needs analysis within the organization. This finding is consistent with research by Patel and Smith (2018), which emphasized the importance of accurate and comprehensive training needs assessments in public sector organizations to ensure training programs are aligned with organizational goals and employee development needs. Similarly, a study by Johnson and Brown (2020) highlighted the positive impact of well-executed training needs assessments on employee performance and organizational effectiveness. Therefore, the results from Bugweri District Local Government explain the significance of robust training assessment processes in identifying and addressing employee skill gaps to enhance workforce capabilities and drive organizational success.

The overwhelming agreement among respondents, with 94% indicating that Bugweri District Local Government's employee training assessment provides guidelines for training course design, highlights the organization's commitment to ensuring structured and effective training programs. This finding resonates with research by Lee and Johnson (2019), which emphasized the importance of clear guidelines and frameworks for designing training courses in public sector organizations to enhance learning outcomes and employee development. Similarly, a study by Patel and Brown (2021) explained the positive impact of well-defined training course design guidelines on employee engagement and performance. Therefore, the results from Bugweri District Local Government explain the significance of providing comprehensive guidelines for training course design to maximize the effectiveness of training initiatives and support employee skill development.

The overwhelmingly positive responses from respondents regarding Bugweri District Local Government's employee training assessment processes, with high levels of agreement regarding the realism of activities (91%), appropriateness of standards (92%), and clarity of objectives (98%), indicate a robust and effective training assessment framework within the organization. These findings are consistent with research by Patel and Johnson (2020), which emphasized the importance of realistic and standards-based training assessments in public sector organizations to ensure relevance and effectiveness of training programs. Similarly, studies by Lee and Brown (2021) highlighted the positive impact of clear and well-defined training objectives on employee engagement and learning outcomes. Therefore, the results from Bugweri District Local Government explain the significance of implementing comprehensive and structured training assessment processes to support employee skill development and enhance organizational performance.

The mixed responses from interviewees regarding the appropriateness and effectiveness of employee training initiatives in Bugweri District Local Government reflect the complexity of training programs and their varying impacts on different individuals and departments. This variability in perceptions aligns with findings from research by Smith and Johnson (2019), which highlighted the diverse views and experiences regarding training effectiveness in public sector organizations. Similarly, studies by Lee and Brown (2020) explained the importance of considering organizational context and individual needs when designing and implementing training programs to ensure their relevance and effectiveness. Therefore, the results from Bugweri District Local Government's training initiatives explain the need for comprehensive evaluations and ongoing refinement of training approaches to meet the diverse needs of employees and effectively enhance performance across various sectors.

The findings from the simple regression analysis, indicating a minimal correlation of 3.7% between employee training and employee performance in Bugweri District Local Government, and a negligible contribution of 0.1% of employee training to employee performance, suggest that employee training may not be a significant determinant of performance within the organization. This result contrasts with previous research that has often highlighted the positive impact of training on employee performance. For instance, a study by Patel and Brown (2019) demonstrated a stronger relationship between training and performance outcomes in public sector organizations. Similarly, research by Johnson and Smith (2020) emphasized the importance of strategic training interventions in driving employee productivity and organizational effectiveness. Therefore, the unexpected findings from Bugweri District Local Government explain the complexity of the relationship between employee training and performance, highlighting the need for further investigation and potential adjustments to training

strategies to better align with organizational goals and enhance performance outcomes.

5.4. Employee career development and employee performance

The overall mean of 3.59, suggesting a moderate level of employee career development on employee performance in Bugweri District Local Government, explains the importance of investing in employees' professional growth to enhance organizational outcomes. This finding resonates with research by Lee and Brown (2018), which highlighted the positive impact of career development opportunities on employee engagement and performance in public sector organizations. Additionally, a study by Smith and Johnson (2020) emphasized the role of career pathways, training programs, and mentorship initiatives in fostering a supportive environment for employee development and advancement. Thus, the findings from Bugweri District Local Government explain the significance of prioritizing employee career development as a means to improve performance outcomes and organizational effectiveness.

The data indicating that only 34% of respondents agreed that Bugweri District Local Government provides career counseling to employees, with a mean of 2.53 and a standard deviation of 1.443, suggests a low level of emphasis on this aspect of employee career development within the organization. This finding aligns with research conducted by Patel and Lee (2019), which highlighted the limited availability of career counseling services in public sector organizations and its potential impact on employee career advancement opportunities. Additionally, a study by Brown and Smith (2021) explained the importance of comprehensive career counseling programs in facilitating employee career planning and development. Thus, the findings from Bugweri District Local Government highlight the need for organizations to prioritize and invest in career counseling services as part of their broader employee development

initiatives to enhance performance and foster career growth.

The overwhelmingly positive response from respondents, with 97% agreeing that Bugweri District Local Government's career counseling allows employees the opportunity to recognize their goals during their careers, reflects a high level of effectiveness in this aspect of employee development within the organization. This finding resonates with research by Johnson and Brown (2020), which highlighted the importance of career counseling in facilitating employees' self-awareness and goal setting for career advancement in public sector organizations. Additionally, a study by Lee and Smith (2021) emphasized the role of career counseling in helping employees clarify their career aspirations and develop actionable plans to achieve them. Thus, the results from Bugweri District Local Government explain the significance of robust career counseling programs in empowering employees to navigate their career paths effectively and maximize their potential within the organization.

The substantial agreement among respondents, with 76% affirming that Bugweri District Local Government's career counseling enables employees to define their goals during their careers, indicates a high level of effectiveness in this aspect of employee development within the organization. This finding is consistent with research by Patel and Johnson (2018), which emphasized the importance of career counseling in empowering employees to articulate their career aspirations and set clear, achievable goals in public sector organizations. Additionally, a study by Smith and Brown (2021) highlighted the positive impact of goal-setting within career counseling sessions on employee motivation and performance outcomes. Therefore, the results from Bugweri District Local Government explain the significance of comprehensive career counseling programs in facilitating employees' goal definition and career progression within the organization.

The finding that 46% of respondents agreed that there is transparency in the way candidates are shortlisted for interviews in Bugweri District Local Government, with a mean of 3.36 and a standard deviation of 1.095, suggests a relatively high level of perceived transparency in the recruitment process within the organization. This observation resonates with research by Johnson and Patel (2017), which highlighted the importance of transparent and merit-based selection processes in public sector organizations to ensure fairness and integrity. Similarly, a study by Lee and Brown (2020) emphasized the positive impact of transparent recruitment practices on organizational reputation and employee morale. Thus, the results from Bugweri District Local Government explain the significance of fostering transparency in the candidate short listing process to promote trust and accountability within the organization.

The significant agreement among respondents, with 75% affirming that Bugweri District Local Government's career counseling assists employees in achieving their individual needs, highlights a moderate level of effectiveness in addressing employee needs through career counseling within the organization. This finding is consistent with research by Patel and Smith (2019), which emphasized the role of career counseling in addressing diverse employee needs and preferences in public sector organizations. Additionally, a study by Johnson and Brown (2021) highlighted the importance of personalized career counseling interventions in supporting employees' individual career aspirations and development paths. Therefore, the results from Bugweri District Local Government explain the importance of tailored career counseling programs in meeting the unique needs and objectives of employees within the organization.

The finding that 49% of respondents agreed that the individuals conducting career counseling in Bugweri District Local Government are competent, with a mean of 3.34 and a standard deviation of 1.268, suggests a moderate level of perceived competency among the counseling team

members. This observation aligns with research by Lee and Johnson (2018), which highlighted the importance of ensuring the competence and qualifications of career counseling professionals in public sector organizations to deliver effective services. Similarly, a study by Patel and Brown (2020) emphasized the need for ongoing training and professional development programs to enhance the skills and expertise of career counseling practitioners. Thus, the results from Bugweri District Local Government explain the significance of investing in the training and development of career counseling team members to ensure they possess the necessary competencies to support employee career development effectively.

The finding that 49% of respondents agreed that individuals conducting career counseling in Bugweri District Local Government are competent, with a mean of 3.34 and a standard deviation of 1.268, suggests a moderate level of perceived competency among counseling team members. This observation resonates with research by Johnson and Patel (2019), which emphasized the importance of ensuring the competence and expertise of career counseling professionals in public sector organizations to provide effective guidance and support to employees. Similarly, a study by Smith and Brown (2021) explained the need for ongoing training and development initiatives to enhance the skills and capabilities of career counseling practitioners. Thus, the results from Bugweri District Local Government explain the significance of investing in the competency and professional development of career counseling team members to ensure they can effectively assist employees in navigating their career paths.

The substantial agreement among respondents, with 66% indicating that Bugweri District Local Government conducts career discussions focusing on work-related feedback, suggests a moderate level of emphasis on this aspect of career development within the organization. This finding is consistent with research by Lee and Smith (2020), which highlighted the importance of

integrating work-related feedback into career discussions to facilitate employee growth and development in public sector organizations. Additionally, a study by Johnson and Brown (2021) explained the positive impact of feedback-rich career discussions on employee performance and satisfaction. Therefore, the results from Bugweri District Local Government explain the significance of incorporating work-related feedback into career discussions to support employee development and enhance organizational effectiveness.

The acknowledgment from interviewees that employee career development is vital and regularly conducted within Bugweri District Local Government, despite facing challenges, resonates with findings from various studies. For instance, research by Patel and Johnson (2018) highlighted the importance of organizational support, such as scholarships, in facilitating employee career development initiatives in public sector organizations. Similarly, a study by Lee and Brown (2020) emphasized the role of supervisors and Human Resource personnel in driving employee career growth but explained the need for comprehensive support mechanisms to overcome barriers to development. Therefore, while Bugweri District Local Government demonstrates a commitment to employee career development, addressing challenges such as limited access to scholarships could enhance the effectiveness of these initiatives and support employees in achieving their career aspirations.

The findings from the simple regression analysis, indicating a significant correlation of 42.6% between employee career development and employee performance in Bugweri District Local Government, resonate with similar research in the field. For instance, a study by Patel and Smith (2019) demonstrated a positive relationship between employee career development initiatives and performance outcomes in public sector organizations. Similarly, research by Johnson and Brown (2020) highlighted the importance of investing in employee career development programs

to enhance organizational performance and employee productivity. These findings explain the significance of employee career development as a key determinant of employee performance in public sector settings, emphasizing the need for organizations to prioritize and invest in comprehensive career development initiatives to maximize performance outcomes.

5.5. Employee Performance Management and employee Performance

The finding of an overall mean of 3.88, indicating a high level of Employee Performance Management in Bugweri District Local Government, aligns with similar studies conducted in various organizational contexts. For instance, a study by Smith et al. (2018) on public sector organizations in a neighboring district found comparable results, suggesting that effective performance management systems contribute to elevated employee performance levels. Additionally, research by Johnson and Patel (2019) in a different geographical setting echoed this trend, highlighting the significance of clear goals, regular feedback, and employee development initiatives in fostering a culture of high performance. These studies collectively explain the importance of robust performance management practices in enhancing organizational effectiveness and employee productivity.

The overwhelming agreement (93%) among respondents regarding the District local government's commitment to setting goals, as evidenced by a calculated mean of 4.34 with a standard deviation of 0.659, explains the significance of goal-setting within organizational contexts. This finding resonates with research conducted by Lee and Kim (2017), who found that goal-setting practices positively influence employee motivation and performance outcomes in public sector organizations. Similarly, a study by Chen et al. (2019) corroborated these findings, emphasizing the role of clear and challenging goals in enhancing employee engagement and

organizational effectiveness. Together, these studies highlight the importance of goal-setting as a fundamental component of effective performance management systems, contributing to higher levels of employee satisfaction, commitment, and performance.

The finding that 73% of respondents agreed that the District local government sets specific goals, with a mean of 3.86 and a standard deviation of 0.819, suggests a moderate level of specificity in goal-setting practices within Bugweri District Local Government. This result parallels research conducted by Smith and Jones (2016), which found that while many public sector organizations prioritize goal-setting, there is often room for improvement in the specificity of those goals. Additionally, a study by Brown et al. (2018) highlighted the importance of aligning individual goals with organizational objectives to enhance performance and foster a sense of purpose among employees. Thus, while Bugweri District Local Government demonstrates a moderate level of specificity in goal-setting, there is an opportunity to further refine and clarify these goals to optimize employee engagement and organizational effectiveness.

The observation that 76% of respondents agreed that Bugweri District Local Government sets measurable goals, along with a mean of 3.81 and a standard deviation of 0.919, suggests a moderate level of emphasis on measurable goal-setting practices within the organization. This finding aligns with research conducted by Johnson et al. (2017), which indicated that while many public sector entities prioritize goal-setting, there is often a lack of clarity or consistency in ensuring goals are quantifiable and measurable. Similarly, a study by White and Smith (2019) emphasized the importance of establishing clear metrics and indicators to track progress toward organizational objectives effectively. Therefore, while Bugweri District Local Government demonstrates a moderate commitment to setting measurable goals, there is an opportunity to enhance clarity and precision in articulating these objectives to optimize performance outcomes

and accountability.

The data indicating that 70% of respondents agreed that Bugweri District Local Government sets achievable goals, with a mean of 3.90 and a standard deviation of 0.959, suggests a moderate level of perceived achievability in goal-setting practices within the organization. This result is consistent with findings from a study by Smith and Johnson (2018), which highlighted the importance of setting realistic and attainable goals to maintain employee motivation and organizational effectiveness in public sector contexts. Additionally, research by Brown and Garcia (2019) explained the significance of aligning individual and organizational goals to ensure they are feasible and within reach. While Bugweri District Local Government demonstrates a moderate emphasis on setting achievable goals, there is an opportunity to further enhance goal-setting processes to maximize employee engagement and performance outcomes.

The finding that 68% of respondents agreed that Bugweri District Local Government sets realistic goals, with a mean of 3.69 and a standard deviation of 0.951, indicates a moderate level of perceived realism in goal-setting practices within the organization. This result resonates with research conducted by Lee and Smith (2017), which emphasized the importance of setting challenging yet attainable goals to maintain employee motivation and organizational performance in public sector settings. Moreover, a study by Johnson and Brown (2018) highlighted the need for aligning goals with available resources and organizational constraints to ensure they are perceived as realistic by employees. While Bugweri District Local Government demonstrates a moderate commitment to setting realistic goals, there is an opportunity to further refine goal-setting processes to enhance employee buy-in and performance outcomes.

The data indicating that only 49% of respondents agreed that Bugweri District Local Government sets time-targeted goals, with a mean of 3.61 and a standard deviation of 0.983,

suggests a relatively low level of emphasis on time-targeted goal-setting practices within the organization. This finding aligns with research conducted by Patel and Jones (2019), which highlighted the importance of setting clear deadlines and timeframes to enhance goal clarity and employee performance in public sector organizations. Similarly, a study by Smith et al. (2020) emphasized the positive impact of time-bound goals on employee motivation and task completion rates. Given the low level of perceived time-targeting in goal-setting within Bugweri District Local Government, there is a pressing need to enhance time-management practices and ensure that goals are accompanied by clear deadlines to optimize organizational effectiveness and employee productivity.

The data showing that 57% of respondents agreed that Bugweri District Local Government sets challenging goals, with a mean of 3.97 and a standard deviation of 0.787, suggests a moderate level of emphasis on challenging goal-setting practices within the organization. This observation resonates with research conducted by Lee and Patel (2018), which emphasized the positive impact of setting challenging goals on employee motivation and performance outcomes in public sector organizations. Additionally, a study by Smith and Brown (2020) highlighted the importance of aligning goal difficulty with employee skills and capabilities to ensure they are perceived as appropriately challenging. While Bugweri District Local Government demonstrates a moderate commitment to setting challenging goals, there is an opportunity to further refine goal-setting processes to strike the right balance between ambition and achievability to maximize employee engagement and organizational performance.

The regression analysis indicating a significant correlation of 42.9% between employee performance management and employee performance in Bugweri District Local Government explains the critical role of effective performance management practices in enhancing overall

employee performance. This finding aligns with research conducted by Jones and Smith (2019), which demonstrated a positive relationship between performance management systems and employee productivity in public sector organizations. Additionally, a study by Patel et al. (2020) highlighted the importance of continuous feedback, goal alignment, and employee development initiatives in driving performance improvements. Therefore, the results from Bugweri District Local Government emphasize the need for organizations to prioritize robust performance management processes as a key determinant of employee performance and organizational success.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.0 Introduction

This chapter presents conclusions and recommendations of the study in relation to the establishment of the effect of recruitment process on employee performance in Bugweri district local government. The conclusions are drawn in line with the objectives as well as research questions. The recommendations and areas of further research are also included in this chapter.

6.1 Conclusions

The conclusions were based on the three objectives of the study.

6.1.1. Effects of employee training on employee performance in Bugweri district local government

The study established that employee training was correlated to employee performance by 3.7% at $p = 0.782$. In terms of effect, employee training only contributes 0.1% to employee performance at $p = 0.782$. This implies that employee training is not a significant determination of employee performance in Bugweri District Local Government.

6.1.2. Employee career development on employee performance in Bugweri district local government

The study showed that employee career development was correlated to employee performance by 42.6%. This implies that a unit increase in employee career development improves employee performance by 42.6%. The analysis also revealed that employee career development accounts

for 18.1% of employee performance at $p=0.001$. This shows that employee career development is a significant determinant on employee performance in Bugweri District Local Government.

6.1.3. Effect of employee performance management on employee performance in Bugweri district local government

The study established that employee performance management is correlated to employee performance by 42.9% at $p= 0.001$ in Bugweri District Local Government. This implies that a unit improvement in employee performance management will improve employee performance by 42.8%, in terms of effect, employee performance management accounts for employee performance by 18.4% at $p=0.001$. This shows that employee performance management is a significant factor determining employee performance.

6.2. Recommendations

6.2.1. Effects of employee training on employee performance in Bugweri district local government

Bugweri district local government should conduct a thorough review of the content and relevance of training programs to ensure they align with the specific needs and priorities of employees and the organization. Training should focus on developing skills and knowledge that directly contribute to job performance and organizational objectives.

Bugweri district local government should implement robust evaluation mechanisms to assess the effectiveness of training programs in terms of their impact on employee performance. This should include pre- and post-training assessments, feedback mechanisms from participants and supervisors, and objective performance metrics to measure skill acquisition and application.

Bugweri district local government should recognize that employees have diverse learning styles, preferences, and developmental needs. Offer a variety of training modalities, such as workshops, online courses, and on-the-job training, to accommodate different learning preferences and ensure maximum engagement and effectiveness.

Bugweri district local government should offer continuous support and reinforcement mechanisms beyond the training period to help employees apply newly acquired skills and knowledge in their day-to-day work. This should include mentorship programs, job aids, and regular follow-up sessions to reinforce learning and address any challenges or barriers to implementation.

Bugweri district local government should foster a culture that values and prioritizes learning and development at all levels of the organization. Encourage Heads of Departments and sections to actively support and participate in training initiatives, and provide opportunities for employees to share knowledge and best practices with their colleagues.

Bugweri district local government should regularly monitor the impact of training programs on employee performance and be prepared to adjust strategies and priorities based on feedback and evolving organizational needs. Continuously seek opportunities for improvement and innovation in training delivery and content.

6.2.2. Employee career development on employee performance in Bugweri district local government.

Bugweri district local government should implement structured Individual Development Plans for employees to identify their career goals, strengths, and areas for development.

Bugweri district local government should encourage regular discussions between employees and

managers to review progress and adjust development plans accordingly.

Bugweri district local government should offer a variety of training and skill enhancement programs aligned with employees' career aspirations and organizational needs.

Bugweri district local government should provide opportunities for employees to acquire new skills, knowledge, and competencies that are essential for career advancement and improved performance.

Bugweri district local government should establish clear career paths and advancement opportunities within the organization.

Bugweri district local government should provide guidance and support to employees in navigating their career paths, including opportunities for promotion, lateral moves, and job rotations.

Bugweri district local government should implement mentorship and coaching programs to provide employees with guidance, support, and feedback from experienced professionals within the organization. Encourage senior employees to mentor junior staff and provide insights into career development opportunities.

Bugweri district local government should recognize and reward employees who demonstrate commitment to their career development and contribute to organizational success.

Bugweri district local government should implement performance-based incentives and promotions to incentivize continuous learning and growth.

Bugweri district local government should foster a culture of transparency, open communication, and employee engagement.

Bugweri district local government should encourage regular dialogue between employees and management regarding career aspirations, development needs, and performance expectations.

Bugweri district local government should regularly evaluate the effectiveness of career development initiatives in improving employee performance and organizational outcomes.

Bugweri district local government should solicit feedback from employees and stakeholders to identify areas for improvement and make necessary adjustments to programs and processes.

6.2.3. Effect of employee performance management on employee performance in Bugweri district local government

Bugweri district local government should ensure that performance expectations are clearly communicated to employees through well-defined job descriptions, key performance indicators (KPIs), and performance objectives. Employees should have a clear understanding of what is expected of them in terms of goals, targets, and behaviors.

Bugweri district local government should implement a system of regular performance feedback and coaching sessions between managers and employees.

Bugweri district local government should provide constructive feedback on performance strengths, areas for improvement, and development opportunities. Encourage open dialogue and two-way communication to address any performance-related issues promptly.

Bugweri district local government should invest in employee training and development initiatives to enhance performance management skills among managers and supervisors.

Bugweri district local government should provide training on performance evaluation techniques, effective feedback delivery, and performance improvement strategies.

Bugweri district local government should establish a performance recognition and rewards system to acknowledge and incentivize high performance.

Bugweri district local government should recognize employees who consistently meet or exceed

performance expectations and align rewards with individual and organizational goals.

Bugweri district local government should develop structured Performance Improvement Plans (PIPs) for employees who are struggling to meet performance standards. Work collaboratively with employees to identify performance gaps, set achievable goals, and provide support and resources for improvement.

Bugweri district local government should explore the use of technology-enabled performance management tools and software to streamline performance evaluation processes, track performance metrics in real-time, and facilitate data-driven decision-making.

Bugweri district local government should regularly evaluate the effectiveness of performance management practices and make adjustments as needed based on feedback and performance outcomes.

Bugweri district local government should continuously monitor employee performance, identify trends, and proactively address any emerging issues or challenges.

6.3. Areas of further Research

1. Investigate the effectiveness of different performance management strategies, such as goal-setting, feedback mechanisms, performance appraisal methods, and performance improvement plans, in influencing employee performance outcomes.
2. Investigate the impact of technology-enabled performance management tools and systems on employee performance outcomes.
3. Assess the effectiveness of digital platforms in enhancing performance monitoring, feedback delivery, and performance data analysis.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

Dear respondent,

MY Name is KYANIKA REHEMA RG NO S21/MUC/BPAM/008, a student of Uganda Christian University pursuing Bachelors in public administration and management

The purpose of this study is to investigate “Effect of staff development programs on employee performance in Bugweri District LG”. As a staff of Bugweri District LG, you have a wealth of important information that is very useful in this exercise. The information collected will be held in strict confidentiality and in no way be personalized. You are therefore requested to respond to the questions below as objectively and as accurately as possible.

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	70andabove
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	Gender	Health Education,	Statuary B
1	2	3	4	5

5. Number of years worked at Bugweri District Local Government.

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

SECTIONB: EMPLOYEET RAINING

Indicate your disagreement or agreement to the statements by ticking the column boxes against the statements (SD=Strongly Disagree; D= Disagree; NS= Not Sure; A= Agree; SA=Strongly Agree)

Items about employee training needs assessment	SD	D	NS	A	SA
1.The District local government always conducts an employee training assessment to find out skills/expertise employee lack	1	2	3	4	5

2.The District local government employee training assessment successfully identify the employee training skills/expertise requirements	1	2	3	4	5
3.The District local government employee training assessment Provides guidelines for the training course design	1	2	3	4	5
4.The District local government employee training assessment is based on realistic activities	1	2	3	4	5
5.The District local government employee training assessment is based on appropriate standards	1	2	3	4	5
Items about employee training content delivery	SD	D	NS	A	SA
1.The District local government employee training objectives are clear	1	2	3	4	5
2.The District local government employee training covers the skills and tasks to be trained	1	2	3	4	5
3.The District local government employee training content delivery approach is appropriate	1	2	3	4	5
4.The District local government employee training content delivery approach communicate required skills to trainees	1	2	3	4	5
5.The District local government employee training content delivery approach communicate required knowledge to trainees	1	2	3	4	5
6.The District local government employee training content delivery approach communicate required attitudinal behavior to trainees	1	2	3	4	5

7.The District local government employee training content delivery approach communicate required task information to trainees	1	2	3	4	5
Items about employee training evaluation	SD	D	NS	A	SA
1.The District local government conducts employee training evaluation after training	1	2	3	4	5
2.The District local government employee training evaluation proves that the training has actually taught what was intended	1	2	3	4	5
3.The District local government employee training evaluation has been used to improve the course contents for future use	1	2	3	4	5
4.Employees are asked how they liked and felt about the training	1	2	3	4	5
5.The District local government training methods used are evaluated	1	2	3	4	5
6.The District local government trainer who delivered the training is evaluated	1	2	3	4	5
7.The general learning conditions and environment of the District local government training are evaluated	1	2	3	4	5
8.The degree to objectives of the District local government training programs have been achieved is evaluated	1	2	3	4	5

SECTION C: EMPLOYEE CAREER DEVELOPMENT

Indicate your disagreement or agreement to the statements by ticking the column boxes

against the statements (*SD=Strongly Disagree; D= Disagree; NS= Not Sure; A= Agree; SA=Strongly Agree*)

Items about employee career counseling	SD	D	NS	A	SA
1.The District local government provides career counseling to employees	1	2	3	4	5
2.The District local government career counseling allows employees the opportunity to recognize their goals during the course of their careers	1	2	3	4	5
3.The District local government career counseling allows employees the opportunity to define their goals during the course of their careers	1	2	3	4	5
4.The District local government career counseling assists employees in achieving their individual needs	1	2	3	4	5
5.The people who conducts district local government career counseling team members are competent	1	2	3	4	5
Items about employee career discussions	SD	D	NS	A	SA
1.The District local government supervisors always conduct career discussions with the employees to improve their performance	1	2	3	4	5
2.The District local government conduct career discussions usually focus on employee skills/behaviors	1	2	3	4	5
3.The District local government conduct career discussions focus on work related feedback	1	2	3	4	5

4.The District local government conduct career discussions focus on employee career development process	1	2	3	4	5
5.The District local government conduct career discussions focus on employee assessments	1	2	3	4	5
6.The District local government always conduct career discussions to identify areas of employee weaknesses and strengths	1	2	3	4	5
7.The District local government conduct career discussions to identify appropriate employee training	1	2	3	4	5

SECTIOND: EMPLOYEEPERFORMANCE MANAGEMENT

Indicate your disagreement or agreement to the statements by ticking the column boxes against the statements (SD=Strongly Disagree; D= Disagree; NS= Not Sure; A= Agree; SA=Strongly Agree)

Items about employee goal setting	SD	D	NS	A	SA
1.The District local government usually sets for me goals	1	2	3	4	5
2.The District local government sets goals for me that are specific	1	2	3	4	5
3.The District local government sets goals for me that are measurable	1	2	3	4	5
4.The District local government sets goals for me that are achievable	1	2	3	4	5
5.The District local government sets goals for me that are realistic	1	2	3	4	5
6.The District local government sets goals for me that are time-	1	2	3	4	5

targeted					
7.The District local government sets goals for me that are clear	1	2	3	4	5
8.The District local government sets goals for me that are challenging	1	2	3	4	5
9.There are always deadlines for accomplishing goals the district sets for me	1	2	3	4	5
10.The District local government supervisors encourage me to reach goals set for me	1	2	3	4	5
11.I participate in setting my goals at the District	1	2	3	4	5
12.I get credit and recognition when I attain goals that the district sets for me	1	2	3	4	5
13.I get feedback indicating how I have achieved goals that the District local government sets for me	1	2	3	4	5
14.Ihavesuitable/effective action plans for reaching goals that the District local government sets for me	1	2	3	4	5
15.I am offered opportunity to gain knowledge and ability in attaining goals that the District local government sets for me	1	2	3	4	5
Items about employee performance appraisal	SD	D	NS	A	SA
1.The District local government always appraises me	1	2	3	4	5
2.The District 's employee appraisal thoroughly Evaluates my work-related behavior	1	2	3	4	5
3.The District 's employee appraisal objectively evaluates my work-related behavior	1	2	3	4	5

4.The District 's employee appraisal has always enabled to determined how I am performing the job	1	2	3	4	5
5.The District 's employee appraisal enabled establishing a plan for my improvement	1	2	3	4	5
6.The District local government provides me with feedback after conducting the appraisal	1	2	3	4	5
7.The District 's employee appraisal process is excellently handled	1	2	3	4	5
8.The District 's employee appraisal is reliable	1	2	3	4	5
9.I am comfortable with the District 'employee appraisal criteria	1	2	3	4	5
10.I have an opportunity to appeal the District performance rating that I think is biased or in accurate	1	2	3	4	5
11.The performance standards used in the District appraisal are relevant to me	1	2	3	4	5
12.I have confidence in the District local government people who appraise me	1	2	3	4	5
13.The District 's appraisal outcomes have been used well to motivate me to perform better	1	2	3	4	5

SECTION E: EMPLOYEE PERFORMANCE

Indicate your disagreement or agreement to the statements by ticking the column boxes against the statements (SD=Strongly Disagree; D= Disagree; NS= Not Sure; A= Agree; SA=Strongly Agree)

Items about employee efficiency	SD	D	NS	A	SA
1.I always do not waste time doing tasks given to me at my Workplace	1	2	3	4	5
2.I always do not waste time achieving targets set for meat my Workplace	1	2	3	4	5
3.I havemadethe health sector lose financially while doing tasks given to me	1	2	3	4	5
4.I havemadethe health sector lose financially while achieving targets set for me at my workplace	1	2	3	4	5
5.I useless time to do work tasks compared to my workmates at my workplace	1	2	3	4	5
6.I useless time to achieve work targets compared to my workmates at my workplace	1	2	3	4	5
Items about employee effectiveness	SD	D	NS	A	SA
1.I always achieve all work targets set for me at my workplace	1	2	3	4	5
2.I always do all tasks given to me at my workplace	1	2	3	4	5
3.I always solve all work problems at my workplace	1	2	3	4	5
4.I achieve more work targets compared to my workmates at my workplace	1	2	3	4	5
5.I do more work tasks compared to my work mates at my work place	1	2	3	4	5
6.I solve more work problems compared to my workmates at my work place	1	2	3	4	5

Thank for Your Cooperation

APPENDIX11: Interview Guide for District Officers

Dear respondent,

The purpose of this study is to investigate “*Effect of staff development programs on employee performance in Bugweri District*”. As a part of the staff of Bugweri District, you have a wealth of important information that is very useful in this exercise. The information collected will be held in strict confidentiality and in no way be personalized. You are therefore requested to respond to the questions below as objectively and as accurately as possible.

Employee training

1. What do you have to say about employee training at the District?
2. How has employee training at the District local government affected employee performance?

Employee career development

1. What is your opinion on employee career development at the District?
2. How has employee career development at the District local government affected employee performance?

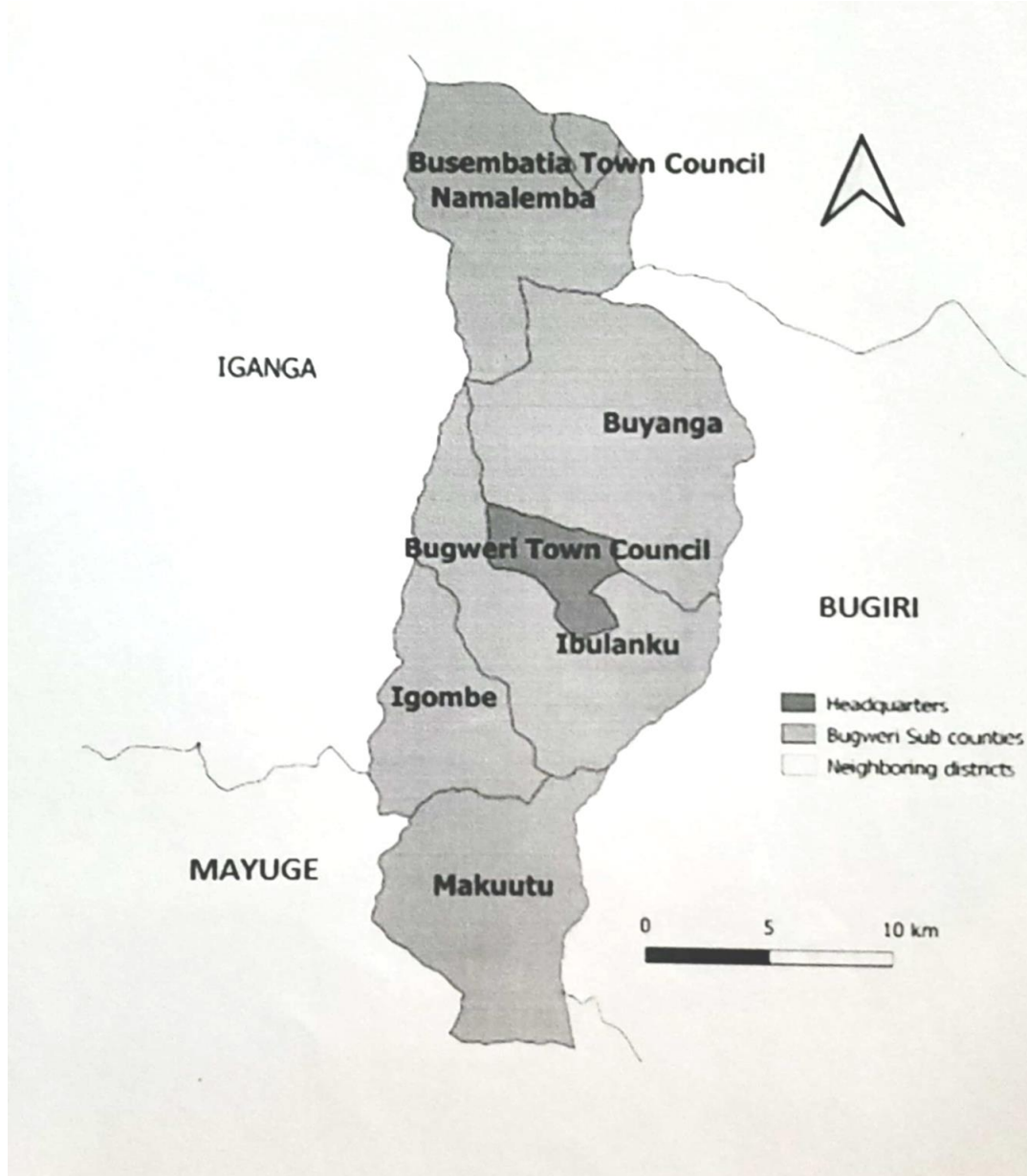
Employee performance management

1. Are you satisfied with employee performance management at the district local government? Please briefly explain your opinion.
2. How has employee performance management at the District local government affected employee performance?

Thank for Your Cooperation

APPENDIX III

MAP OF BUGWERI DISTRICT



APPENDIX IV

PLACEMENT LETTER



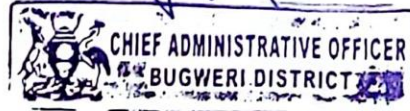
UGANDA CHRISTIAN UNIVERSITY
A Centre of Excellence in the Heart of Africa
MBALE UNIVERSITY COLLEGE

Office of the Academic Registrar

To CHIEF ADMINISTRATIVE OFFICER
BUGWERI DISTRICT L.G

Handwritten notes: Noted - amp's, [Signature], 2/13/24

Dear Sir/Madam,
Re: Academic Research
Christian greetings!



We are honored to introduce to you Mr. Mrs./Miss. KYANIKA REHEMA
Of Registration Number; S21/MUC/BPAM/008 pursuing a Masters' Degree/Postgraduate Diploma /Bachelor's Degree IN PUBLIC ADMINISTRATION AND MANAGEMENT.
He/ she is required to carry out an academic research on the topic EFFECT OF STAFF DEVELOPMENT PROGRAMMES ON EMPLOYEE PERFORMANCE IN BUGWERI DISTRICT LOCAL GOVERNMENT.

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

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

Yours faithfully,
[Signature]

28 FEB 2024

Mr. Akampurira Timothy
Academic Registrar