

**ASSESSING MANAGEMENT PRACTICES INFLUENCING PERFORMANCE OF
CIVIL SERVANTS AT GAMOGO SUB COUNTY KAPCHORWA DISTRICT**

STELLA JOAN CHEBET

S23/MUC/BSW/097

**A DISSERTATION SUBMITTED TO THE SCHOOL OF SOCIAL SCIENCES IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF
BACHELOR OF SOCIAL WORK AND SOCIAL ADMINISTRATION OF UGANDA CHRISTIAN
UNIVERSITY**

September, 2025



**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

DECLARATION

I Chebet Stella Joan declare that this information is my original work and has not been presented to any institution for the award of the same or any other award

SIGNATURE..........

DATE.....02-09-2025.....

CHEBET STELLA JOAN

S23/MUC/BSW/097

DEDICATION

I dedicate this work to my family for their kind financial and moral support to my Education.

I pray that the almighty God Bless you all.

ACKNOWLEDGEMENT

I take this honor to convey special thanks to Uganda Christian University fraternity for their academic support and for this note, I greatly thank my research supervisor, Mr. Nuwagaba Naboth for his academic guidance rendered to me during report development. I pray he may live to witness more great years on earth.

I also appreciate my family and relatives, not forgetting classmates whose emotional and physical support was significant for my completion of my research and general academic studies. God bless you all.

TABLE OF CONTENTS

DECLARATION	i
APPROVAL.....	ii
DEDICATION	iii
ACKNOWLEDGEMENT.....	iv
LIST OF FIGURES.....	viii
LIST OF TABLES	ix
LIST OF ACRONYMS.....	x
ABSTRACT	xi
CHAPTER ONE	1
INTRODUCTION.....	1
1.0 Introduction	1
1.1 Background to the study	1
1.2 Problem statement	5
1.3 Purpose of the study	5
1.4 Specific Objectives	6
1.5 Research question	6
1.6 Scope of the study.....	6
1.6.1 Geographical location.....	6
1.6.2 Time scope.....	6
1.6.3 Content scope	6
1.7 Significance the study.....	7
CHAPTER TWO.....	10
LITERATURE REVIEW	10
2.0 Introduction	10
2.1 The influence of clear communication channels on performance of civil servants	10
2.2 The influence of supervision on performance of civil servants.....	13
2.3 The influence of merit-based promotion on performance of civil servants.....	16
2.4 Research gaps identified in the existing literature.....	18
CHAPTER THREE.....	20
METHODOLOGY	20
3.0 Introduction	20
3.1 Research de00sign	20
3.2 Area of study	20

3.3 Sources of information	20
3.4 Study population	20
3.5 Sample size determination	21
3.6 Sampling techniques	22
3.6.1 Simple random sampling	22
3.6.2 Purposive sampling	22
3.7 Variables and indicators	22
3.7.1 Independent variables	22
3.7.2 Dependent variable	23
3.8 Measurement of variables	23
3.9 Data collection procedure	23
3.10 Data collection instruments	24
3.10.1 Interview guide	24
3.10.2 Questionnaire	24
3.11 Validity and reliability of data	24
3.11.1 Validity	24
3.11.2 Reliability	25
3.12 Data processing and analysis	25
3.12.1 Qualitative data analysis	25
3.12.2 Quantitative data analysis	25
3.13 Ethical considerations	26
CHAPTER FOUR	27
DATA PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS	27
4.0 Introduction	27
4.1 Response rate	27
4.2 Bio Data	27
4.2.1 Gender of respondents	27
4.2.2 Marital status of respondents	28
4.2.3 Age of respondents	29
4.2.4 Qualification of respondents	30
4.2.5 Years of working	31
4.3.0 Research question one: Finding out the influence of clear communication channels on performance of civil servants at Gamogo sub county, kapchorwa district	32

4.3.1 Effective communication skills enable civil servants to convey information clearly and professionally	32
4.3.2 Transparency builds trust by ensuring open and honest communication	33
4.3.3 Timely responses enhance efficiency and service delivery	34
4.3.4 A feedback mechanism encourages two-way communication for continuous improvement	35
4.3.5 Adaptability allows civil servants to adjust communication styles for different audiences	36
4.4.0 Research question two: Finding out the influence of supervision on performance of civil servants at Gamogo sub county, kapchorwa district.....	37
4.3.1 Effective supervision ensures accountability by monitoring tasks and responsibilities	37
4.4.2 Regular feedback helps civil servants improve their performance and efficiency	38
4.4.3 Motivation and support from supervisors enhance productivity and job satisfaction	39
4.4.4 Performance evaluation identifies strengths, weaknesses, and areas for improvement.	40
4.4.5 Conflict resolution by supervisors promotes teamwork and a positive work environment.....	41
4.5.0 Research question three: Finding out the influence of merit-based promotion on performance of civil servants at Gamogo sub-county, Kapchorwa district	42
4.5.1 Merit-based promotion motivates civil servants to work harder and improve performance.	42
4.5.2 Fair promotion processes enhance job satisfaction and reduce workplace conflicts.....	43
4.5.3 Rewarding competence ensures skilled and qualified employees hold key positions.....	44
4.5.4 Transparency in promotions builds trust and boosts morale among civil servants	45
4.5.5 Career growth opportunities encourage continuous learning and professional development	46
CHAPTER FIVE.....	47
SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	47
5.0 Introduction.	47
5.1 Summary of findings	47
5.1.1 Research Question one: Findings on the influence of clear communication channels on performance of civil servants at Gamogo sub county, kapchorwa district	47
5.1.2 Research Question two: Findings on the influence of supervision on performance of civil servants at Gamogo sub county, kapchorwa district.....	48
5.1.3 Question three: Findings on the influence of merit-based promotion on performance of civil servants at Gamogo sub-county, Kapchorwa district.....	48
5.2 Conclusion	49
5.3 Recommendations.....	50
APPENDICES.....	51
APPENDIX I: QUESTIONNAIRE.....	51
APPENDIX II: INTERVIEW GUIDE	54

LIST OF FIGURES

Figure 1 above shows management practices, as an independent variable comprising clear communication channels, supervision, and merit-based promotion, play a critical role in influencing the performance of civil servants	8
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---

LIST OF TABLES

Table 1 showing population and sampling techniques	21
Table 2 showing the Gender of respondents.....	27
Table 3 showing marital status of respondents.....	28
Table 4 showing Age group of respondents	29
Table 5 Showing academic qualification of respondents	30
Table 6 showing years of working by respondents	31
The table 7 Showing whether effective communication skills enable civil servants to convey information clearly and professionally	32
The table 8 Showing whether improved transparency builds trust by ensuring.....	33
Table 9 Showing whether timely responses enhance efficiency and service delivery	34
Table 10 Showing whether a feedback mechanism encourages two-way communication for continuous improvement	35
Table 11 Showing whether adaptability allows civil servants to adjust communication styles for different audiences	36
Table 14 Showing whether effective supervision ensures accountability by monitoring tasks and responsibilities	37
Table 15: Showing whether regular feedback helps civil servants improve their performance and efficiency	38
Table 16 Showing whether motivation and support from supervisors enhance productivity and job satisfaction	39
Table 17 showing whether performance evaluation identifies strengths, weaknesses, and areas for improvement	40
Table 18 showing whether conflict resolution by supervisors promotes teamwork and a positive work environment	41
Table 19 showing whether merit-based promotion motivates civil servants to work harder and improve performance	42
The table 20 Showing whether fair promotion processes enhance job satisfaction and reduce workplace conflicts	43
Table 21 Showing whether rewarding competence ensures skilled and qualified employees hold key positions	44
Table 22: Showing whether transparency in promotions builds trust and boosts morale among civil servants	45
Table 23: Showing whether career growth opportunities encourage continuous learning and professional development.....	46

LIST OF ACRONYMS

ACODE	:	Advocate’s Coalition for Development and Environment
DLG	:	District Local Government
IMF	:	International Monetary Fund
OPM	:	Office of the Prime Minister
PDM	:	Parish Development Model
WB	:	World Bank
DPME	:	Department of Planning, Monitoring and Evaluation
SCS	:	Senior Civil Service
DPISA	:	Department of Public Service and Administration
DSC	:	District Service Commission
GCIS	:	Government Communication and Information System
ICT	:	Information and Communication Technology
LC1	:	Local Council One
OPM	:	Office of the Prime Minister
PRAU	:	Public Relations Association of Uganda
SPSS	:	Statistical Package for Social Sciences
UCU	:	Uganda Christian University

ABSTRACT

This research report was undertaken to assess management practices influencing performance of civil servants at Gamogo sub county, Kapchorwa district and it was carried out with the help of three specific objectives, that is; to investigate the influence of clear communication channels on performance of civil servants at Gamogo sub county, Kapchorwa district, to assess the influence of supervision on performance of civil servants at Gamogo sub county, Kapchorwa district, to examine the influence of merit-based promotion on performance of civil servants at Gamogo sub county, Kapchorwa district. The researcher used a sample size of 63 respondents and used questionnaires to collect data and later the data was analyzed using the statistical package for social sciences (SPSS). Results of the first objective showed that clear communication channels has a significant effect on performance of civil servants at Gamogo sub county, kapchorwa district; 54% of the respondents were positive to the statement that effective communication skills enable civil servants to convey information clearly and professionally; 62% were positive to the statement that a feedback mechanism encourages two-way communication for continuous improvement; 61% of the respondents were positive to the statement that adaptability allows civil servants to adjust communication styles for different audiences. Results of the second objective revealed that supervision has a significant effect on performance of civil servants at Gamogo sub county, kapchorwa district. Supported by the following responses; 80% of the respondents were positive to the statement that regular feedback helps civil servants improve their performance and efficiency, it can be observed that 57% were positive to the statement that performance evaluation identifies strengths, weaknesses, and areas for improvement, 51% were positive to the statement that conflict resolution by supervisors promotes teamwork and a positive work environment. Results of the third objective showed that merit-based promotion has a significant effect on performance of civil servants at Gamogo sub-county, Kapchorwa district. 62% forming the majority of respondents were positive to the statement that fair promotion processes enhance job satisfaction and reduce workplace conflicts. There is need for the government to strengthen supervision structures by establishing clear guidelines, roles, and responsibilities for supervisors at all levels. This can be achieved by developing a comprehensive supervision framework that is well-resourced and supported by relevant legal and policy instruments.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents background of the study, statement of the problem, general objective, specific objectives, research questions, scope of the study, significant of the study and conceptual framework.

1.1 Background to the study

Historically, the performance of civil servants varied greatly depending on the time period and political system, with early civil services often characterized by patronage and political influence, while modern systems strive for merit-based recruitment and professional competency, leading to generally higher performance levels, especially in developed countries; however, challenges like corruption and bureaucratic inefficiency can still occur in certain context (Kumaran, et al. 2022).

In earlier times, when civil servants were part of the king's household, they were literally the monarch's personal servants. As the powers of monarchs and princes declined and as, in some countries, their sovereignty was denied them; appointment became a matter of personal choice by ministers and heads of departments (Johannes, 2021). The influence senior civil servants may wield over policy and the need for them to work in close harmony with ministers induce all governments to insist on complete freedom of choice in appointments, even when, as in Great Britain, the freedom is rarely invoked. In some countries, notably the United States, senior advisers usually are replaced whenever a new administration takes office. In Europe in the 19th century, appointment and promotion frequently depended on personal or political favor, but tenure was common in the lower and middle ranks once an appointment had been made. During this period, it is difficult however, to assess the validity of Johannes' conclusions concerning performance of civil servants and their relationship to management practices.

For nearly 50 years, the USA government has operated with some performance appraisal procedures whose purposes have been to strengthen the link between pay and performance.

Since 1978, specific pay for performance programs has been in place for mid- and upper-level federal managers (Sandra et al, 2019). There is general agreement that these programs have not attained the desired objectives; their troubled history has included a series of adjustments and changes, differing levels of financial support, and little evidence of success. The ability to demonstrate a link between performance and pay to both the employee and the public remains problematic for the federal government.

Currently, the questions surrounding pay for performance in the public sector have assumed a new importance indeed, a central position in new proposals for federal civil service reform. Many of the questions raised in the debate about the 1978 reforms are being raised again. Although, Sandra et al., (2019) presented an extended exposition of historical antecedences of the present situation of performance of civil servants, he failed to address the issue in an increasingly exploited range.

Measuring performance of civil servants in the public sector has been discussed for decades (Kaplan and Norton, 2017; Pollitt and Bouckaert, 2018). In many advanced economies, such as those of the Anglo-Saxon countries, Scandinavia and the Netherlands public services have come under increasing pressure to improve their efficiency and effectiveness, reduce their demands on taxpayers, but maintain the volume and quality of services supplied to the public (Brignall and Modell, 2020). Performance in the civil service is an ambiguous, multi-dimensional, and complex concept. However, several studies identify and categorize factors affecting performance of employees in civil service institutions, among which this study will consider include motivation, training, organizational culture, work environment, and leadership.

Armstrong (2021) defined performance of civil servants as the ability to perform effectively in an employee's job requirements. Performance however, could be described in various ways. It could be an act of accomplishing or executing a given task. It could also be described as the ability to combine skillfully the right behaviour towards the achievement of organizational goals and objectives (Olaniyan, 2019). Performance of civil servants could be described as the duties performed by an employee at a particular period of time in achieving organizational goals (Obilade, 2022). It could also be described as the ability of an employee to combine relevant inputs for the enhancement of teaching and learning processes (Okeniyi, 2023). While

Management practices are the working methods and innovations that managers use to make the organization more efficient. Although there are several ways to implement good management practices, some of them may seem like common sense.

Performance of civil servants in Africa has been marked by periods of relatively good performance, particularly after independence, followed by significant declines due to factors like overstaffing, low salaries, political interference, and economic instability, leading to widespread civil service reforms aimed at improving efficiency and effectiveness, with mixed results across different countries depending on the implementation and context; however, recent trends show some improvement in performance, particularly in countries with sustained reform efforts.

(World Bank, 2022). Although many African countries have taken important steps toward restructuring their civil services by downsizing them, less progress has been made in revamping pay and promotion practices (Sandra et al., 2019). However, a depressingly high proportion of writings on performance of civil servants in Africa and elsewhere rest on wishful thinking (eg., Sandra et al., 2019) who argued that most profound reason for poor performance of civil servants are not to be found in side any nation, a statement that encourages a defeatist approach.

Cost-cutting measures need to be accompanied by bold reforms in management practices to improve performance and quality (IMF, 2021). To improve staff performance in civil services, reform goals and strategies of management practices are needed to be implemented such as downsize the civil service to make it more affordable and to bring it into line with a new, scaled- down role for government in economic activities; provide civil servants with appropriate incentives, skills, and motivation; and enhance management and accountability.

Although performance of civil servants is a key requirement in the civil service of Uganda, the new PM system has apparently been unpopular among most civil servants in both central and local governments in the last one decade. While a few civil servants consider new PM system as essential (Kunya 2024), the majority perceive it to be a routine and an unavoidable burden. For instance, in Kapchorwa District Local Government (DLG), Wafula (2014) found that, there was lack of ownership of the performance management system by line managers; civil servants

were not motivated by management practices and actually treated it as a compliance process rather than a partnership to improve performance. Besides, Asiimwe (2016) established that in the Office of the Prime Minister (OPM), many employees were filling forms retrospectively which in any case did not serve the purpose of performance appraisal.

At national level, public sector performance agreements were quite often reluctantly signed by the officers who considered them a bother (Kyohairwe & Bigabwenkya, 2019). One would have expected the civil servants to wholeheartedly embrace management practices because of their strategic importance, but this appears not to be the case. Yet, as confirmed by scholars, improvements in management practices increase performance of an organization, teams and individuals (Armstrong, 2023; Cole, 2022; Kunya, 2024) and such improvements create the groundwork for excellence in performance by linking individual employee objectives with the organization's mission and strategic plans (Oguta, 2015). These benefits notwithstanding, the civil servants have continued to have reservations about management practices in orthodox form.

Therefore performance of civil servants today like two centuries ago has continued to be a challenge. Performance of civil servants is generally considered to be below optimal, often hampered by issues like low salaries, inadequate training, political interference, corruption, and a lack of robust performance management systems, leading to inefficiency and poor service delivery across many countries; however, significant reforms are underway to improve the situation, particularly focusing on merit-based recruitment, better compensation, and accountability measures (World Bank, 2022).

Additionally, there has been no comprehensive single author survey on management practices influencing performance of civil servants at Gamogo Sub County, Kapchorwa district. Not that the subject has suffered from any lack of interests but many historical scholars and publications particularly in Uganda and Africa have often been drawn more to the international scene than to the potentially more hazardous subject of a student discipline at home. Very few historical nodes have been made on the subject and the resulting literature has, however, almost exclusively taken the form of edited volumes, specialized monographs and polemical contributions to debates and this is the gap this study intends to fill.

1.2 Problem statement

Good performance by civil servants brings benefits like improved public service delivery, efficient policy implementation, increased public trust, enhanced government credibility, better decision-making, career advancement opportunities for individuals, and a more stable and effective government system overall; essentially, high performing civil servants contribute significantly to the smooth functioning of a nation's administration. Improved performance by civil servants leads to several benefits including: increased efficiency in public service delivery, better quality of government programs, enhanced public trust, improved policy implementation, greater accountability, potential for career advancement for individual civil servants, and a more responsive government to citizen needs; ultimately contributing to a more effective and well- functioning society.

However, preliminary findings of Kapchorwa district Situational Report (2023) show that at Gamogo sub County, poor performance by civil servants has led to issues like inefficient service delivery, public dissatisfaction, lack of trust in government, delays in critical projects, corruption, decreased economic development, and a decline in overall quality of life for citizens, often stemming from management practices. Although, government through the Ministry of Public Service has implemented a range of performance improvements measures such as performance appraisals and promotions, results are unsatisfactory.

If the problem is not addressed, poor performance by civil servants may lead to significant risks including: reduced public trust in government, inefficient service delivery, negative impacts on economic development, decreased citizen satisfaction, potential for corruption, damage to the government's reputation, budget overruns, and a lack of accountability; ultimately hindering the effective functioning of public services and impacting the well-being of citizens. There is also no single comprehensive author survey on management practices influencing performance of civil servants at Gamogo sub county, Kapchorwa district and this has resulted into limitations and distortions in literature, a gap this study seek to address.

1.3 Purpose of the study

To assess management practices influencing performance of civil servants at Gamogo sub county, Kapchorwa district

1.4 Specific Objectives

- i. To investigate the influence of clear communication channels on performance of civil servants at Gamogo sub county, Kapchorwa district
- ii. To assess the influence of supervision on performance of civil servants at Gamogo sub county, Kapchorwa district
- iii. To examine the influence of merit-based promotion on performance of civil servants at Gamogo sub county, Kapchorwa district

1.5 Research question

- i. What is the influence of clear communication channels on performance of civil servants at Gamogo sub County, Kapchorwa district?
- ii. How can supervision influence performance of civil servants at Gamogo Sub County, Kapchorwa district?
- iii. What is the influence of merit-based promotion on performance of civil servants at Gamogo Sub County, Kapchorwa district?

1.6 Scope of the study

1.6.1 Geographical location

This study was carried out from Gomogo sub-county which is located in Kapchorwa district, eastern part of Uganda. It is bordered by other sub-counties such as Kaptanya to the North and Kapchorwa town council to the south and is primarily an agricultural area with focus on crop farming and livestock rearing.

1.6.2 Time scope

The period to be considered for the study was 3 years that is from 2020-2023, this is because during that period, systemic issues like corruption, and nepotism and bureaucratic inefficiency is often prevalent affecting both employee morale and overall effectiveness of governance.

1.6.3 Content scope

The study was limited to assessing management practices influencing performance of civil servants at Gamogo Sub County, Kapchorwa district

1.7 Significance the study

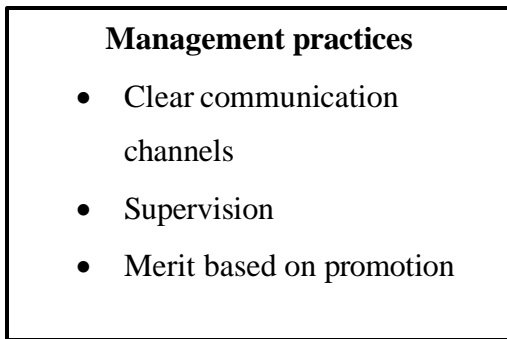
The study may be highly significant to Gamogo sub-county as it may provide valuable insights into the effectiveness of current management systems and their impact on service delivery. Understanding the strength and weaknesses of existing management practices may enable local authorities to make informed decisions regarding necessary reforms. Such improvements are essential for enhancing the efficiency of public services especially in key areas like health, education and infrastructure which directly affect the wellbeing of the community.

For government officials, the study may offer a comprehensive analysis of the factors influencing civil servant influence. By examining the existing management systems, it may highlight critical areas for policy intervention such as the need for professional development, training programs and effective performance appraisals. With a clearer understanding of the gaps in the current system, government officials may be empowered to implement policies that foster a motivated and productive work force.

Academicians may find the study an important addition to the academic literature on public administration and management. The findings may provide a practical case study of how management practices influence the performance of civil servants in a rural setting. By contributing to existing knowledge, the study may open avenues for further research into similar governance challenges faced by other rural regions.

Stakeholders including community organizations and non-governmental agencies may benefit from the study by gaining a deeper understanding of the factors that contribute to or hinder effective public service delivery. The knowledge may help stakeholders advocate for improvements in local government management fostering a collaborative approach to addressing challenges in the public sector.

Independent-variable



Dependent-variable



Figure 1 above shows management practices, as an independent variable comprising clear communication channels, supervision, and merit-based promotion, play a critical role in influencing the performance of civil servants. Clear communication channels ensure that objectives, responsibilities, and expectations are well understood, minimizing confusion and enhancing coordination. Effective supervision provides ongoing guidance, accountability, and motivation, which helps civil servants remain focused and productive. Merit-based promotion fosters a culture of fairness and reward for performance, encouraging employees to work diligently and develop their skills.

Performance of civil servants as a dependent variable refers to the overall effectiveness and efficiency with which government employees carry out their responsibilities, and it is evaluated through specific dimensions including customer satisfaction, accountability of public funds, service delivery, and the implementation of government policies and programs. Customer satisfaction reflects the public's perception of the quality, responsiveness, and reliability of services received from civil servants, indicating how well the workforce meets citizens' needs and expectations. Accountability of public funds measures how transparently and responsibly civil servants manage and utilize public resources, ensuring that government finances are used for their intended purposes without misappropriation or waste. Service delivery assesses the timeliness, accessibility, and adequacy of the services provided by civil servants, such as health, education, and administrative services, which are crucial for social and economic development. Implementation of government policies and programs gauges the extent to which civil servants

translate policy decisions into practical actions and outcomes, thereby contributing to national development goals.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The general research objective in this study sought to assess management practices influencing performance of civil servants at Gamogo sub county, Kapchorwa District and the literature is reviewed according to the three objectives which include; to investigate the influence of clear communication channels on performance of civil servants at Gamogo sub county, Kapchorwa district, to assess the influence of supervision on performance of civil servants at Gamogo sub county, Kapchorwa district, to examine the influence of merit-based promotion on performance of civil servants at Gamogo sub county, Kapchorwa district

2.1 The influence of clear communication channels on performance of civil servants

According to Sanina et al (2017), the effectiveness of communication channels significantly influences the efficiency of interactions between government and businesses. Their quantitative analysis highlights that personal contact either directly or through known intermediaries is the most efficient means of communication leading to quicker responses and improved policy outcomes. Similarly, the project management institute (2023) emphasizes the importance of well-structured communication strategy with in large programs of work. They identify key elements such as internal program communication and communication between the program customer and as essential for ensuring appropriate distribution of key information and preventing communication overload.

Powel et al (2024) postulated that the effective organizational communication is crucial for fostering a collaborative culture and enhancing employee engagement. Clear consistent communication aligns with organizational values and objectives building trust and streamlining processes. In a related study, Van der Meident et al (2023) contends that servant leadership combined with frequent email communication positively correlates with job satisfaction among employees. This suggests that both leadership styles and the chosen communication channels play a vital role in influencing civil servants performance.

Research by Vesterinen et al (2021) indicates that the communication skills of first line nurse managers are directly linked to job satisfaction among nurses. The findings suggests that strong communication competencies in leadership positions lead to higher employee satisfaction and performance. Additionally, Mcaldo et al (2023) affirmed that the necessity of clear and effective communication channels within federal agencies to maintain operational efficiency and public trust. These studies collectively demonstrate that clear communication channels are integral to the performance and satisfaction of civil servants (Mcaldo et al (2023)).

According to Mchunu and Brown (2022), effective communication within South African municipalities is pivotal for enhancing employee performance. Their mixed methods of study at South African municipalities revealed that open channels of communication, regular feedback and the inclusion of employee opinion significantly boost performance levels. Similarly Vivier et el (2023) denoted that a robust government citizen communication interface strengthens governmental responsiveness and deepens citizen engagement. Their research advocates for a differentiated approach to communication, acknowledging social realities and preferences to enhance public service delivery in South Africa.

Shibambu et al (2024) intimated that strategic information and communication technology integration the transformative potential of digital government services in South Africa's public sector. The study identified challenges such as low digital literacy and inadequate infrastructure but underscores that executive support and strategic information and communication technology (ICT) integration can significantly improve service delivery. In alignment, the government communication and information system (GCIS 2024) outlines a comprehensive communication strategy aimed at informing and empowering citizens. The government communication information systems (GCIS) emphasizes the importance of accessible and accurate information dissemination to foster public trust and enhance the performance of civil servants.

Furthermore, the department of public service and administration (DPSA 2023) underscores the necessity of clear communication channels to facilitate successful strategy implementation within the public sector. Their findings suggests that the speed credibility and flexibility of communication directly impact the effectiveness of policy execution. Complementing this perspective. Mokoena and Dhurup (2012) contends that improving current technology and

communication channels between local government and communities are essential for enhancing service delivery. They recommended the implementation of user friendly digital platforms to address service delivery issues and promote citizen engagement.

According to Owen et al (2023) .effective communication is crucial for governmental success within Uganda's public sector. The study on the public relations association of Uganda (PRAU) indicates that clear communication enables staff to comprehend organizational goals and their roles in achieving them fostering a sense of belonging and motivation among employees. Similarly, Numusiima et al (2023) alluded that effective communication significantly enhances employee performance in local governments. Their research in Isingiro district reveals that timely information flow and inclusive communication practices lead to improved service delivery and employee productivity.

Muganga and Achia (2020) explored the relationship between ethical leadership and civil servants performance in Uganda. Their findings suggest that leaders who communicate ethical standards clearly and consistently promote higher job satisfaction and performance among employees. In alignment with Kaddu et al (2023) intimated coordination and clear communication as critical factors in effective policy implementation. Their analysis of various ministries highlights that well defined communication channels reduce ambiguities thereby enhancing the execution of policies and programs.

Furthermore, Yegon & Kipkorir (2023) investigated the impact of performance measurement and effective communication on service delivery in Boment County, Kenya offering insights applicable to the Ugandan context. Their study demonstrated that clear communication strategies are instrumental in achieving timely project completion and innovation in public service. Complementing this perspective, Bracci & Vecchione (2018) examined the influence of an ethical climate on organizational performance in public sector. Their research underscores that a culture of integrity reinforced through transparent communication positively affects employee productivity and organization outcomes.

2.2 The influence of supervision on performance of civil servants

Mcaldo et al (2024) intimated the critical role of effective supervision in enhancing the performance of civil servants in England. Their study highlights that supervisors who set clear performance expectations and provide regular feedback contribute significantly to improved job performance and service delivery among civil servants. Similarly, the cabinet office (2024) outlines a performance management framework for the senior civil service (SCS) mandating that departments conduct start year performance expectation meetings and quarterly performance conversations. This structured approach ensures that civil servants are aligned with organizational goals and receive continuous guidance thereby enhancing their performance.

Johnson and smith (2023) investigated the impact of supervisory practices on employee morale within the English civil service. Their findings suggest that supervisors who engage in open communication and recognize employee achievements foster a positive work environment leading to increased motivation and productivity. In alignment, the national audit office (2024) identified variations in how departments manage performance noting that consistent and fair supervision practices are essential for maintaining high performance standards across the civil service. The report recommends that departments adopt uniform supervisory approaches to address disparities and enhance overall efficiency.

Brown & Taylor (2022) explored the challenges faced by the supervisors in managing underperformance among civil servants in England. Their research indicates that a lack of clear guidelines and support can hinder supervisor's ability to address performance issues effectively. To mitigate this, the managing poor performance policy (Cabinet Office 2024) provides a structured process for supervisors to identify, mentor and address underperformance within senior civil service. This policy underscores the importance of prompt and fair intervention by supervisors to maintain organizational standards and support employee development.

Williams and Yecaló Teclé (2019) opined that effective supervision is pivotal in enhancing the performance of civil servants in West Africa. Their comparative study of civil service reforms in Ghana and Nigeria reveals that the absence of incentives and inadequate supervisory practices undermine performance management systems. Supervisors often hesitate to address

underperformance management systems. Supervisors often hesitate to address underperformance due to political interventions and lack of clear guidelines leading to diminished motivation and productivity among civil servants. Dlamini et al (2024) examined the impact of abusive supervision on organizational citizenship behavior among South African civil servants. This study finds that antagonistic supervisory behavior leads to irrational reactions from employees adversely affecting their performance and the overall organizational climate.

Leite and Chipkin (2024) critically investigated the reform of South Africa's senior civil service within its unique socio political context. They argue that balancing political discretion with managerial competence is essential for effective supervision and improved civil servant performance. The study emphasizes the need for comprehensive reforms that include clear guidelines and support systems for supervisors to manage performance effectively. In alignment the Department of Planning, Monitoring and Evaluation (DPME) (2023) in South Africa highlights that public service performance can be enhanced through monitoring and conducting regular performance evaluations and providing constructive feedback to civil servants.

Karepesina et al (2022) postulated the influence of organizational culture and motivation on performance of civil servants in Indonesia offering insights applicable to the West African context. The study concludes that a strong organizational culture supported by effective supervision positively impacts employee performance. Factors such as open communication, recognition of achievements and mutual respect are identified as critical components that supervisors can foster to enhance performance. Complementing this performance , the New South Institute (2024) discusses the necessity of reforming south Africa' s senior civil service to improve supervision and performance. The study advocates for a balanced approach that combines political oversight with managerial expertise to create an environment conducive to high performance among civil servants.

Bigabwenkya (2020) acknowledges the introduction of new performance management systems in Uganda's civil service aimed to enhance accountability and service delivery. However, the system has faced challenges including negative staff attitudes and inadequate monitoring by supervisors which have hindered its effectiveness. Similarly, Matovu et al (2024) analyzed the

impact of performance appraisals on workers' productivity in Mubende district local government. The study revealed that while performance appraisals are intended to boost productivity, issues such as bias and insufficient training for supervisors have limited their success.

Muganga et al (2020) explored the relationship between ethical leadership and civil servants' performance in Uganda's ministry of education, science, technology and sports. Their findings suggest that supervisors who demonstrate ethical conduct positively influence employee job satisfaction and performance. Ezekiel et al (2022) examined the link between performance appraisals and staff retention in Kabale district local government. The study found a significant positive relationship indicating that effective supervisory practices in performance evaluations contribute to higher staff retention rates.

Drunkie et al (2019) contends national supportive supervision guidelines to improve health service delivery. These guidelines emphasize the role of supervisors in providing mentorship and regular performance assessments to health facility staff aiming to enhance service quality and efficiency. The study by Uganda management institute (2020) highlighted that the success of performance management systems largely depends on the commitment and capability of supervisors to engage in continuous monitoring and feedback process. These insights collectively underscore the critical influence of supervisors on the performance of civil servants in Uganda.

Powel et al (2018) affirmed the critical role of effective supervision in enhancing the performance of civil servants in New York. Their study highlights that supervisors who set clear performance expectations and provide regular feedback contribute significantly to improve job performance and service delivery among civil servants. Similarly a study by Chapelton et al (2019) denoted a performance management framework mandating that supervisors conduct start year performance expectations meetings and quarterly performance conversations. This structured approach ensures that civil servants are aligned with organizational goals and receive continuous guidance thereby enhancing their performance.

2.3 The influence of merit-based promotion on performance of civil servants

Partel et al (2012) contends that merit based promotion systems are integral to enhancing the performance of civil servants in North America. Their research indicates that such systems which prioritize empower competencies and performance metrics provide clear pathways for career advancements thereby boosting job satisfaction and commitment to organizational goals. Johnson et al (2019) postulated that competitive examinations and merit based appointments are fundamental to federal civil service ensuring that promotions are based on individual qualifications rather than political affiliation. This approach fosters a competent efficient workforce leading to improved public service delivery.

The National academy of Public Administration (2024) asserted that merit based promotion practices are positively correlated with government performance indicators including service delivery quality and operational efficiency. Their systematic review of empirical studies underscores that civil service systems grounded in merit principles not only enhance employee motivation but also reduce instances of corruption and patronage. Cartel et al (2021) noted that there is reinforced protection for career civil servants issuing rules to ensure that hiring and promotion decisions are merit based and free from political influence. These measures aim to maintain a nonpartisan and effective public service which is crucial for sustaining public trust and confidence in government institutions.

Kata et al (2024) noted the discussion on the evolution of civil service reforms in North America noting that the shift towards merit based systems has been pivotal in professionalizing the public sector workforce. The implementation of competitive examinations and performance based evaluations has minimized favoritism leading to a more transparent and accountable promotions process. Partel et al (2021) opined that merit based promotions systems not only enhance individual performance but also contribute to the overall effectiveness of the public sector organizations. By aligning employee advancements with demonstrated competencies and achievements these systems promote culture of excellence and continuous improvements within the civil service.

Leaver et al (2021) intimated that the implementation of performance contracts in Rwanda's civil service has significantly influenced the performance of civil servants. Their study focusing on Rwandan primary schools found that merit based promotions linked to

performance merits led to increased teacher efforts and improved student outcomes. This suggests that when civil servants are awarded based on merit, their motivation and effectiveness are enhanced. Similarly, the international monetary fund (2024) reports that Rwanda's introduction of a performance management systems which ties civil servants performance to rewards and career advancement has markedly improved service delivery and implementation of public financial management reforms. This approach underscores the positive impact of merit based promotion systems on the overall efficiency of civil servants in Rwanda.

Fernandez e al (2022) examines the broader effects of merit based appointments and bureaucratic autonomy on government performance across African bureaucracies including Rwanda. The study concludes that appointing bureaucrats based on merit positively affect the provision of public services such as transportation infrastructure and education. This finding aligns with Rwanda' emphasis on meritocratic recruitment and promotion practices to enhance civil service performance. In support, the ministry of public service and labor (2017) outlines Rwanda's civil service reform policy framework which emphasizes performance based evaluations and merit based promotions. This policy aims to motivate personnel by linking remunerations and career progression to individual performance thereby fostering a culture of accountability and Excellency among civil servants.

Pellegatta et al (2021) asserted Rwanda's transition towards good governance highlighting the role of merit based recruitment and promotion of civil service. The study notes that Rwanda has implemented digitalized and anonymous recruitment bureaucracy. This reform has reduced opportunities for corruption and increased the capacity of civil servants to deliver results. Complementing the perspective, the based institute on governance (2017) reports that the public service commission's recruitment systems is effectively based on merit contributing to improved performance and reduced corruption within the civil service. These insights collectively underscore the critical role of merit based promotion systems in enhancing performance of civil

Ocwer et al (2024) intimated that the implementation of merit based recruitment in Uganda local government has significantly influenced civil servants performance. Their study revealed that that transparent and merit based recruitment processes enhance stakeholder responsibility

and boost citizen confidence in local government institutions leading to selection of highly qualified personnel and improved service delivery. Similarly, the Uganda public service rewards and sanctions framework (2019) emphasizes the importance of performance based incentives and sanctions. This framework aims to promote a culture of accountability and excellence among civil servants by linking rewards and career progression to individual performance metrics.

The Advocate's Coalition for Development and Environment (ACODE) (2023) intimated the role of District Service Commission (DSC) in ensuring merit based appointments and promotions within Uganda's civil service. Their assessment indicates that transparent and merit based procedures foster employee motivation an engagement offering career advancement paths and enhancing overall productivity. In alignment, the ministry of public service (2019) revised the rewards and sanctions framework to support a strict performance management regime. This initiative is designed to promote positive attitude and appropriate behavior among public officers thereby improving service delivery outcomes.

Furthermore, the study by Kata et al (2024) noted the discussion on the evolution of civil service reforms in North America noting that the shift towards merit based systems has been pivotal in professionalizing the public sector workforce. The implementation of competitive examinations and performance based evaluations has minimized favoritism leading to a more transparent and accountable promotions process. Partel et al (2021) opined that merit based promotions systems not only enhance individual performance but also contribute to the overall effectiveness of the public sector organizations. By aligning employee advancements with demonstrated competencies and achievements these systems promote culture of Excellency and continuous improvements within the civil service. . Johnson et al (2019) postulated that competitive examinations and merit based appointments are fundamental to federal civil service ensuring that promotions are based on individual qualifications rather than political affiliation. This approach fosters a competent efficient workforce leading to improved public service delivery.

2.4 Research gaps identified in the existing literature

A notable gap in the literature on the influence of clear communication channels is the inadequate exploration of how communication effectiveness differs across various public sector hierarchies

and departments. Most studies emphasize general communication practices without analyzing the challenges specific to local versus central government agencies. There is limited research on the impact of delayed or distorted communication on service delivery efficiency. Additionally, few studies examine how feedback mechanisms within communication structures contribute to staff motivation and task clarity. The role of technology in facilitating or hindering communication among civil servants has not been thoroughly investigated. Research also lacks a focus on the cultural and linguistic diversity within government institutions and how it affects communication flow. Furthermore, there is insufficient empirical evidence showing how transparent communication enhances decision-making and accountability.

Existing literature on the influence of supervision reveals a gap in understanding the specific supervisory styles that positively or negatively affect employee performance in the public sector. Most research treats supervision as a generic management function, failing to distinguish between authoritative, participative, and supportive approaches. There is limited investigation into how the frequency and quality of supervision impact motivation and productivity. Few studies explore the extent to which supervisors provide developmental feedback versus corrective oversight. The influence of the supervisor's training, experience, and emotional intelligence on their effectiveness is often overlooked. There is also a lack of data on how cultural, institutional, and organizational differences shape supervision practices in different government settings.

When it comes to the influence of merit-based promotion, the literature lacks comprehensive insights into how the fairness and transparency of promotion processes affect employee morale and productivity. Many existing studies treat promotion as a routine administrative outcome, rather than as a motivational tool linked to performance. There is insufficient research on how favoritism and nepotism dilute the intended benefits of meritocratic systems. Few studies assess the extent to which promotion policies are implemented as stated versus how they operate in practice. There is also a gap in exploring the relationship between career progression opportunities and employee retention in the public sector. Little attention is given to how merit-based promotion systems account for gender equity, inclusivity, and diversity.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents research design, area of study, sources of information, population and sampling techniques, variables and indicators, measurement levels, data collection procedure, data collection instruments, quality control, data processing and analysis, ethical considerations,

3.1 Research design

The study adopted a descriptive research design utilizing both qualitative and quantitative approaches. To obtain a comprehensive understanding of the subject the design enabled the collection of detailed data through surveys, interviews, and document analysis capturing the perspectives of various stakeholders. A cross section approach was employed to gather data at a single point in time ensuring efficiency and relevancy. The quantitative approach involved structured questionnaires to collect measurable data while qualitative component will include key informants interviews to provide deeper insights.

3.2 Area of study

The study was carried out from Gamogo sub-county which is located in Kapchorwa district in Eastern Uganda characterized by a mountainous landscape, fertile agricultural land and predominantly rural setting. The area is home to diverse population engaged in farming and public service with local government offices overseeing administrative and development activities. It has been selected for this study because of its unique socio-economic and administrative dynamics which provide a relevant context for examining governance and operational structures.

3.3 Sources of information

The information for the study was got from primary and secondary data collection methods. Under primary data collection, the information was got directly from the participants and in secondary data collection, the information was got from books published articles, journals, and newspapers.

3.4 Study population

The study was focused on target population of 75 individuals to ensure a comprehensive representation of relevant stakeholders in the selected area. These include 5 sub-county

administrative officials, 3 departmental heads, 30 civil servants, 8 community development officers, 1 human resource personnel, 10 local council leaders, and 18 community leaders. Each group has been chosen based on its involvement in governance, service delivery, and administrative functions providing diverse insights into operational effectiveness and challenge.

3.5 Sample size determination

The study used a sample size of 63 respondents who were selected using appropriate sampling techniques. Simple random sampling was applied to civil servants 24 and community members 15 to ensure equal representation and minimize bias. Purposive sampling was used for sub-county administrative officials 4, 2 department heads, 7 community development officers, 1 human resource personnel, 10 local council leaders as they possess specialized knowledge and experience relevant to the study. The selection of the sample size was based on the methodology proposed by Krejcie and Morgan (1970)

Table 1 showing population and sampling techniques

Respondents	Population	Sample size	Sampling procedures
Sub-county administrative officials	5	4	purposive sampling
Departmental heads	3	2	purposive sampling
Civil servants	30	24	Simple random sampling
Community development officer	8	7	purposive sampling
Human resources personnel	1	1	purposive sampling
Local council leaders	10	10	purposive sampling
Community members	18	15	Simple random sampling
Total	75	63	

3.6 Sampling techniques

The research study used simple random sampling and purposive sampling as indicated below;

3.6.1 Simple random sampling

Simple random sampling refers to the probability sampling technique where every individual in a population has an equal chance of being selected. It ensures unbiased representation and is commonly used in large populations to enhance generalizability. This comprised of civil servants and community members.

3.6.2 Purposive sampling

Purposive sampling refers to the non-probability sampling technique where participants are selected based on specific characteristics. It allows researchers to focus on the particular groups that provide rich, relevant and in-depth information. This consisted of Sub-county administrative officials, departmental heads, community development officer, human resources personnel, and local council leaders.

3.7 Variables and indicators

This consists of independent and dependent variables as below

3.7.1 Independent variables

Management practices as an independent variable comprising clear communication channels, supervision, and merit-based promotion play a critical role in influencing the performance of civil servants. Clear communication channels ensure that objectives, responsibilities, and expectations are well understood, minimizing confusion and enhancing coordination. Effective supervision provides ongoing guidance, accountability, and motivation, which helps civil servants remain focused and productive. Merit-based promotion fosters a culture of fairness and reward for performance, encouraging employees to work diligently and develop their skills. Collectively, these practices create a supportive and motivating work environment that enhances efficiency, job satisfaction, and overall performance of civil servants.

3.7.2 Dependent variable

Performance of civil servants as a dependent variable refers to the overall effectiveness and efficiency with which government employees carry out their responsibilities, and it is evaluated through specific dimensions including customer satisfaction, accountability of public funds, service delivery, and the implementation of government policies and programs. Customer satisfaction reflects the public's perception of the quality, responsiveness, and reliability of services received from civil servants, indicating how well the workforce meets citizens' needs and expectations. Accountability of public funds measures how transparently and responsibly civil servants manage and utilize public resources, ensuring that government finances are used for their intended purposes without misappropriation or waste. Service delivery assesses the timeliness, accessibility, and adequacy of the services provided by civil servants, such as health, education, and administrative services, which are crucial for social and economic development. Implementation of government policies and programs gauges the extent to which civil servants translate policy decisions into practical actions and outcomes, thereby contributing to national development goals.

3.8 Measurement of variables

The study utilized four levels of measurement to ensure accurate data collection and analysis. The nominal level categorized participants based on attributes such as gender, job designation and department aiding classification without implying any rank or order. The ordinal level measured perceptions and opinions using ranked scales such as levels of satisfaction or agreement allowing for comparative analysis while lacking precise numerical differences. The researcher opted for the likert scale ratio system.

3.9 Data collection procedure

The data collection process was started with obtaining an official data collection letter from the head of department of social sciences at Uganda Christian University which granted permission to conduct research in the selected area. Upon receiving approval, introductory visits was made to the sub county offices to seek consent from the relevant authorities and establish rapport from the target participants. Structured questionnaires were distributed to selected respondents ensuring clarity on the purpose and confidentiality of the study. Key informant interviews were conducted with purposively selected officials to gather in-depth insights while focus group discussions may

be organized to capture collective perspectives. Observations and document reviews supplemented primary data collection by verifying records and existing reports.

3.10 Data collection instruments

The research study utilized a structured questionnaire, interview guide and a focused group discussion guide to collect information.

3.10.1 Interview guide.

The interview guide was used to facilitate structured discussions with key informants such as sub-county administrative officials, departmental heads, and human resource personnel. It contained open ended questions designed to explore in depth perspectives and opinions on various aspects related to governance and service delivery. The guide ensured that all interviews remain focused on relevant themes while allowing respondents the flexibility to elaborate on the responses. This approach helped uncover qualitative insights, challenges and best practices that may not be easily captured through structured surveys. Interviews was conducted face to face at convenient locations ensuring a conducive environment for open discussions while maintaining confidentiality.

3.10.2 Questionnaire

The questionnaire was used to collect standard data from civil servants, local council leaders, community development officers, and selected community leaders. It was both closed ended and likert scale questions to gather quantifiable information on various operational and administrative aspects. The questionnaire was self-administered allowing respondents to complete it at their convenience with clarifications provided where necessary. Tis method will enable the collection of objective and comparable data facilitating statistical analysis.

3.11 Validity and reliability of data

3.11.1 Validity

Validity ensured that the study accurately measures the intended concepts by using well-structured research instruments and verified data sources. Triangulation of data from multiple respondents enhanced accuracy and minimize biases. Establishing content and construct validity helped in drawing meaningful and applicable conclusions.

3.11.2 Reliability

Reliability was ensured by maintain consistency in data collection through standardized procedures and repeated measurements. Pre-testing research tolls and training data collectors reduced errors and enhanced uniformity. Using dependable sources and statistical tests strengthened the credibility of the findings

3.12 Data processing and analysis

Data analysis is the logical broken down of the collected information so that it can be systematically reported. Data analysis depends on whether it is qualitative or quantitative

3.12.1 Qualitative data analysis

Consent to the interviews, the voice and the video recordings was translated accurately. Information was cleaned, revised and analyzed follow the objectives of the study. The audio recordings was played several times as transcription is going on so as to minimize information loss. After of the completeness, the transcription was assembled for data analysis. Open codes was developed using a sample of 3 scripts to allow the researcher to be reflexive, critical and rigorous with findings. This was arrived at by familiarization with data through several readings and revising the data to get engrossed information embedded in it. This approach was emphasized as a necessity attain quality findings. The process of familiarization provided coding frame. This facilitate the conceptual collating of the entire data. The analysis remained open to coding. Meaning full themes related to research was identified and constructed. The themes was revised and revisited severally for robust business and versatile reporting purpose. The themes were finally be defined and paraphrased to fit well into research problem and research question. This was followed by coherent narrative.

3.12.2 Quantitative data analysis

Quantitative data analysis was focused on processing numerical data collected from structured questionnaires using statistical tools like statistical package for social sciences (SPSS) software version 23. Descriptive statistics including frequencies, percentages, means, and standard deviations was used to summarize and present the data in tables. Inferential statistics such as correlation regression analysis was applied to examine the relationship between the different variables and their significance. Data cleaning was conducted before analysis to ensure accuracy and completeness.

3.13 Ethical considerations

Participants were given full information about the study including purpose, procedures and their rights before participation. Their consent was sought voluntarily ensuring that they agree to take part without any coercion or pressure. They had the freedom to decline participation or withdraw at any stage without forcing any consequences.

Confidentiality was maintained by ensuring that personal information and responses are kept private and secure. Identifiable details was anonymized and access to collected data was restricted to authorize researchers findings was presented in a way that does not reveal individual identities, protecting participant's privacy.

Respect for all individuals involved was upheld regardless of their background, position or opinions. Participants was treated fairly and their perspectives was valued throughout the study. No form of discrimination o undue influence was exercised during data collection.

Measures was taken to prevent any harm whether physical, emotional, or psychological to participants. Questions was framed carefully to avoid distress and sensitive topics was handled with professionalism.

Honesty and integrity was maintained throughout the study ensuing that data collection, analysis and reporting are conducted transparently. Findings was presented accurately without any fabrication, falsification or misrepresentation.

Contribution of other individuals was acknowledged to avoid plagiarism.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the findings on assessing management practices influencing performance of civil servants at Gamogo sub-county, Kapchorwa district. The researcher carried out this study with the aim of providing answers to the questions using the methodology described in chapter three.

4.1 Response rate

The sample size of the population was 63. Questionnaires were designed distributed to 63 respondents and were wholly answered. This implies that the response rate was excellent.

4.2 Bio Data

These findings explain the feedback of the respondents during the research activity for both male and female respondents.

4.2.1 Gender of respondents

Table 2 showing the Gender of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	20	32.0	32.0	32.0
Valid Females	43	68.0	68.0	100.0
Total	63	100.0	100.0	

Source: primary data (2025)

The table 2 above shows that, 32% were male while 68% were female. This implies that the views of females were more represented in the study findings than those of the males and it also implies that the study involved more females with 68% than males at 32% in Gamogo sub-county.

4.2.2 Marital status of respondents

Table 3 showing marital status of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	12	19.0	19.0	19.0
Married	30	48.0	48.0	67.0
Valid Divorced	8	13.0	13.0	80.0
Widowed	13	20.0	20.0	100.0
Total	63	100.0	100.0	

Source: Primary data (2025)

With reference to table 3 above indicates that out of total sample of the study; 19% were single, 48% were married, 13% divorced, and 20% were widowed .this implies that Gamogo sub-county employs the majority of its employees who are married with 48% which shows that they are responsible enough to carry out the tasks being assigned to which can improve on the performance of the entity.

4.2.3 Age of respondents

Table 4 showing Age group of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
21-30 years	12	19.0	19.0	19.0
31-40 years	22	35.0	35.0	54.0
Valid 41-50 years	10	16.0	16.0	70.0
Above 50 years	19	30.0	30.0	100.0
Total	63	100.0	100.0	

Source: Primary data (2025)

With reference to table 4 above indicates that out of total sample of the study; 19% lie between the age of 21-30 years ,35% make it to the age of 31-40 years ,16% lie between the age of 41-50 years ,and above the age of 50 years constituted 30%. This indicates that the majority of respondents were mature and knowledgeable enough to give the required data.

4.2.4 Qualification of respondents

Table 5 Showing academic qualification of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary	11	17.0	17.0	17.0
Certificate	8	13.0	13.0	30.0
Diploma	25	40.0	40.0	70.0
Bachelor's	14	22.0	22.0	92.0
Masters	5	8.0	8.0	100.0
Total	63	100.0	100.0	

Source: primary data (2025)

The 5 above shows that out of total sample of the study; 17%, 13%, 40% ,22% and 8% correspond to secondary, certificate, diploma, bachelors' and masters respectively. This indicates that all respondents who participated in giving out information in Gamogo sub-county hard attained certain level of education with the majority of the respondents corresponding to 40% who are mainly of diploma holders.

4.2.5 Years of working

Table 6 showing years of working by respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	15	24.0	24.0	24.0
1-2 years	38	60.0	60.0	84.0
Above 3 years	10	16.0	16.0	100.0
Total	63	100.0	100.0	

Source: Primary data (2025)

Table 6 above shows that 24%, 60%, and 16%, correspond to less than 1 year, 1-2 years, and above 3 years respectively, This however implies that Gamogo sub-county employs experienced workers who have had reasonable numbers of years of experience with 40% such that the goals formulated by the entity can be achieved well besides this it also implies that majority of the respondents had served for a considerable period which indicates that most of the respondents had vast knowledge which could be relied upon by this study.

4.3.0 Research question one: Finding out the influence of clear communication channels on performance of civil servants at Gamogo sub county, kapchorwa district

4.3.1 Effective communication skills enable civil servants to convey information clearly and professionally

The table 7 Showing whether effective communication skills enable civil servants to convey information clearly and professionally

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	19	30.0	30.0	30.0
Agree	15	24.0	24.0	54.0
not sure	11	17.0	17.0	71.0
Disagree	6	10.0	10.0	81.0
strongly disagree	12	19.0	19.0	100.0
Total	63	100.0	100.0	

Source: primary data (2025)

Table 7 above indicates that 54% (30%, 24%) were positive to the statement that effective communication skills enable civil servants to convey information clearly and professionally while 29% (10%, 19%) forming the minority of the respondents were negative to the same statement, 17% were not sure hence implying that effective communication skills enable civil servants to convey information clearly and professionally.

4.3.2 Transparency builds trust by ensuring open and honest communication

The table 8 Showing whether improved transparency builds trust by ensuring open and honest communication

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	3	5.0	5.0	5.0
Agree	9	14.0	14.0	19.0
not sure	4	6.0	6.0	25.0
Disagree	18	29.0	29.0	54.0
strongly disagree	29	46.0	46.0	100.0
Total	63	100.0	100.0	

Source: primary data (2025)

With reference to table 8, above it can be seen that minority of respondents 19% (5%, 14%) were positive to the statement that transparency builds trust by ensuring open and honest communication while 75% (29%, 46%) of the respondents were negative to the same statement while 6% of the respondents were not sure. This concurs with the research carried out by Krahn GL (2013) intimated that transparency builds trust by ensuring open and honest communication there by implying that transparency builds trust by ensuring open and honest communication.

4.3.3 Timely responses enhance efficiency and service delivery

Table 9 Showing whether timely responses enhance efficiency and service delivery

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	7	11.0	11.0	11.0
Agree	14	22.0	22.0	33.0
not sure	8	13.0	13.0	46.0
Disagree	20	32.0	32.0	78.0
strongly disagree	14	22.0	22.0	100.0
Total	63	100.0	100.0	

Source: primary data (2025)

Table 9 above shows that minority of respondents 33% (11%, 22%) were positive to the statement that timely responses enhance efficiency and service delivery, 54% (32%, 22%) had negative responses to the same statement, 13% were not sure. This is an indication that timely responses enhance efficiency and service delivery.

4.3.4 A feedback mechanism encourages two-way communication for continuous improvement

Table 10 Showing whether a feedback mechanism encourages two-way communication for continuous improvement

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	33.0	33.0	33.0
Agree	18	29.0	29.0	62.0
not sure	10	16.0	16.0	78.0
Disagree	2	3.0	3.0	81.0
strongly disagree	12	19.0	19.0	100.0
Total	63	100.0	100.0	

Source: primary data (2025)

With reference to table 10 above, it can be seen that 62% (33%, 29%) were positive to the statement that a feedback mechanism encourages two-way communication for continuous improvement, 22% (3%, 19%) were negative to the same statement while 16% of the respondents were not sure. This was in accordance to Tsui AO, Brown (2011) pointed out that a feedback mechanism encourages two-way communication for continuous improvement implying that a feedback mechanism encourages two-way communication for continuous improvement.

4.3.5 Adaptability allows civil servants to adjust communication styles for different audiences

Table 11 Showing whether adaptability allows civil servants to adjust communication styles for different audiences

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	30	48.0	48.0	48.0
Agree	8	13.0	13.0	61.0
not sure	9	14.0	14.0	75.0
Disagree	14	22.0	22.0	97.0
strongly disagree	2	3.0	3.0	100.0
Total	63	100.0	100.0	

Source: primary data (2025)

Table 11 above indicates that 61% (48%, 13%) of the respondents were positive to the statement that adaptability allows civil servants to adjust communication styles for different audiences, 25% (22%, 3%) were negative to the same statement forming the majority of the respondents while 14% of the respondents were not sure, this is an indication that adaptability allows civil servants to adjust communication styles for different audiences.

4.4.0 Research question two: Finding out the influence of supervision on performance of civil servants at Gamogo sub county, kapchorwa district

4.3.1 Effective supervision ensures accountability by monitoring tasks and responsibilities

Table 14 Showing whether effective supervision ensures accountability by monitoring tasks and responsibilities

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	22	35.0	35.0	35.0
Agree	13	21.0	21.0	56.0
not sure	2	3.0	3.0	59.0
Disagree	20	31.0	31.0	90.0
strongly disagree	6	10.0	10.0	100.0
Total	63	100.0	100.0	

Source: primary data (2025)

With reference to table 14 above, it can be seen that 56% (35%, 21%) of the respondents were positive to the statement that effective supervision ensures accountability by monitoring tasks and responsibilities, 41% (31%, 10%) were negative to the same statement while 3% of the respondents were not. These findings were in line with Prata N (2011) stresses that effective supervision ensures accountability by monitoring tasks and responsibilities.

4.4.2 Regular feedback helps civil servants improve their performance and efficiency

Table 15: Showing whether regular feedback helps civil servants improve their performance and efficiency

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	33.0	33.0	33.0
Agree	30	47.0	47.0	80.0
not sure	8	13.0	13.0	93.0
Disagree	1	2.0	2.0	95.0
strongly disagree	3	5.0	5.0	100.0
Total	63	100.0	100.0	

Source: primary data (2025)

Table 15 above indicates that 80% (33%, 47%) of the respondents were positive to the statement that regular feedback helps civil servants improve their performance and efficiency, 7% (2%, 5%) were negative to the same statement while 13% of the respondents were not sure. This concurs with the research carried out by Abern, (2016) intimated regular feedback helps civil servants improve their performance and efficiency implying that regular feedback helps civil servants improve their performance and efficiency.

4.4.3 Motivation and support from supervisors enhance productivity and job satisfaction

Table 16 Showing whether motivation and support from supervisors enhance productivity and job satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	4	6.0	6.0	6.0
Agree	9	14.0	14.0	20.0
not sure	15	24.0	24.0	44.0
Disagree	27	43.0	43.0	87.0
strongly disagree	8	13.0	13.0	100.0
Total	63	100.0	100.0	

Source: primary data (2025)

With reference to table 16 above, it can be seen that 20% (6%, 14%) were positive to the statement that motivation and support from supervisors enhance productivity and job satisfaction, 56% (43%, 13%) of the respondents were negative to the same statement and 24% of the respondents were not sure. This is an indication that motivation and support from supervisors enhance productivity and job satisfaction.

4.4.4 Performance evaluation identifies strengths, weaknesses, and areas for improvement.

Table 17 showing whether performance evaluation identifies strengths, weaknesses, and areas for improvement

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	16	25.0	25.0	25.0
Agree	20	32.0	32.0	57.0
not sure	6	10.0	10.0	67.0
Disagree	8	13.0	13.0	80.0
strongly disagree	13	20.0	20.0	100.0
Total	63	100.0	100.0	

Source: primary data (2025)

With reference to table 17 above, it can be seen that 57% (25%, 32%) were positive to the statement that performance evaluation identifies strengths, weaknesses, and areas for improvement, 10% of the respondents were not sure while 33% (13%, 20%) were negative to the same statement making the minority of the respondents. This is an indication that performance evaluation identifies strengths, weaknesses, and areas for improvement.

4.4.5 Conflict resolution by supervisors promotes teamwork and a positive work environment

Table 18 showing whether conflict resolution by supervisors promotes teamwork and a positive work environment

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	22	35.0	35.0	35.0
Agree	10	16.0	16.0	51.0
not sure	6	10.0	10.0	61.0
Disagree	14	22.0	22.0	83.0
strongly disagree	11	17.0	17.0	100.0
Total	63	100.0	100.0	

Source: primary data (2025)

Table 18 above indicates that the majority of the respondents 51% (35%, 16%) were positive to the statement that conflict resolution by supervisors promotes teamwork and a positive work environment, 39% (22%, 17%) were negative to the same statement while 10% of the respondents were not sure. These findings were in line with Agbaje MA (2016) pointed out conflict resolution by supervisors promotes teamwork and a positive work environment. This is an indication that conflict resolution by supervisors promotes teamwork and a positive work environment.

4.5.0 Research question three: Finding out the influence of merit-based promotion on performance of civil servants at Gamogo sub-county, Kapchorwa district

4.5.1 Merit-based promotion motivates civil servants to work harder and improve performance.

Table 19 showing whether merit-based promotion motivates civil servants to work harder and improve performance

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	5	8.0	8.0	8.0
Agree	13	21.0	21.0	29.0
not sure	7	11.0	11.0	40.0
Disagree	18	29.0	29.0	69.0
strongly disagree	20	31.0	31.0	100.0
Total	63	100.0	100.0	

Source: primary data (2025)

With reference to table 19 above, it can be seen that 29% (8%, 21) were positive to the statement that merit-based promotion motivates civil servants to work harder and improve performance, 60% (29%, 31%) were negative to the same statement while 11% of the respondents were not sure. This concurs with the research carried out by Noble JA. (2014) postulated that merit-based promotion motivates civil servants to work harder and improve performance. This implies that merit-based promotion motivates civil servants to work harder and improve performance.

4.5.2 Fair promotion processes enhance job satisfaction and reduce workplace conflicts

The table 20 Showing whether fair promotion processes enhance job satisfaction and reduce workplace conflicts

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	24	38.0	38.0	38.0
Agree	15	24.0	24.0	62.0
not sure	11	17.0	17.0	79.0
Disagree	4	6.0	6.0	85.0
strongly disagree	9	15.0	15	100.0
Total	63	100.0	100.0	

Source: primary data (2025)

Table 20 above shows that the majority of the respondents 62% (38%, 24%) were positive to the statement that fair promotion processes enhance job satisfaction and reduce workplace conflicts, 21% (6%, 15%) were negative to same while 17% of the respondents were not sure. This agrees with the research carried out by Birdsall N (2016) asserted that fair promotion processes enhance job satisfaction and reduce workplace conflicts, hence implying that fair promotion processes enhance job satisfaction and reduce workplace conflicts.

4.5.3 Rewarding competence ensures skilled and qualified employees hold key positions

Table 21 Showing whether rewarding competence ensures skilled and qualified employees hold key positions

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	14	22.0	22.0	22.0
Agree	18	29.0	29.0	51.0
not sure	10	16.0	16.0	67.0
Disagree	9	14.0	14.0	81.0
strongly disagree	12	19.0	19.0	100.0
Total	63	100.0	100.0	

Source: primary data (2025)

Table 21 above shows that the majority of the respondents 51% (22% , 29%) had a positive response to the statement that rewarding competence ensures skilled and qualified employees hold key positions, 33% (14%, 19%) of the respondents were negative to the same statement meanwhile 16% of the respondents were not sure. This is an indication that rewarding competence ensures skilled and qualified employees hold key positions.

4.5.4 Transparency in promotions builds trust and boosts morale among civil servants

Table 22: Showing whether transparency in promotions builds trust and boosts morale among civil servants

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	34	54.0	54.0	54.0
Agree	13	21.0	21.0	75.0
not sure	1	2.0	2.0	77.0
Disagree	11	17.0	17.0	94.0
strongly disagree	4	6.0	6.0	100.0
Total	63	100.0	100.0	

Source: primary data (2025)

With reference to table 22 above , it can be seen that 75% (54%, 21%) were positive to the statement that transparency in promotions builds trust and boosts morale among civil servants, 23% (17%, 6%) respondents were negative to the same statement while 2% of the respondents were not sure. This was in accordance to Finnigan (2012) intimated that transparency in promotions builds trust and boosts morale among civil servants. This is a manifestation that transparency in promotions builds trust and boosts morale among civil servants.

4.5.5 Career growth opportunities encourage continuous learning and professional development

Table 23: Showing whether career growth opportunities encourage continuous learning and professional development

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	27	43.0	43.0	43.0
Agree	16	25.0	25.0	68.0
not sure	8	13.0	13.0	81.0
Disagree	10	16.0	16.0	97.0
strongly disagree	2	3.0	3.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With allusion to table 23 above, it can be observed that the majority of the responds 68% (43% ,25%) had a positive response to the statement that career growth opportunities encourage continuous learning and professional development, 19% (16%, 3%) were negative to the same statement while 13% of the respondents were not sure hence implying that career growth opportunities encourage continuous learning and professional development.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction.

In this chapter the researcher gives a summary of findings, conclusions and recommendation in line with the research questions and objectives.

5.1 Summary of findings.

The researcher provided a summary of findings in line with the objectives as follows;

5.1.1 Research Question one: Findings on the influence of clear communication channels on performance of civil servants at Gamogo sub county, kapchorwa district

The study investigated into the influence of clear communication channels on performance of civil servants at Gamogo sub county, kapchorwa district. Results showed that most respondents were positive to the statements that were they were asked. For example; majority of respondents constituting 54% of the respondents were positive to the statement that effective communication skills enable civil servants to convey information clearly and professionally; 62% were positive to the statement that a feedback mechanism encourages two-way communication for continuous improvement; 61% of the respondents were positive to the statement that adaptability allows civil servants to adjust communication styles for different audiences.

On the other hand, 75% constituting the majority were negative to the statement that transparency builds trust by ensuring open and honest communication, 54% were negative to the statement that timely responses enhance efficiency and service delivery.

It can be concluded that clear communication channels has a significant effect on performance of civil servants at Gamogo sub county, kapchorwa district.

5.1.2 Research Question two: Findings on the influence of supervision on performance of civil servants at Gamogo sub county, kapchorwa district.

The study investigated into the influence of supervision on performance of civil servants at Gamogo sub county, kapchorwa district. Majority of the respondents 56% of the respondents were positive to the statement that effective supervision ensures accountability by monitoring tasks and responsibilities, 80% of the respondents were positive to the statement that regular feedback helps civil servants improve their performance and efficiency, it can be observed that 57% were positive to the statement that performance evaluation identifies strengths, weaknesses, and areas for improvement, 51% were positive to the statement that conflict resolution by supervisors promotes teamwork and a positive work environment while 56% of the respondents forming the majority were negative to the statement that motivation and support from supervisors enhance productivity and job satisfaction. Basing on the above results, it can be concluded that supervision has a significant effect on performance of civil servants at Gamogo sub county, kapchorwa district.

5.1.3 Question three: Findings on the influence of merit-based promotion on performance of civil servants at Gamogo sub-county, Kapchorwa district

The findings revealed that 62% forming the majority of respondents were positive to the statement that fair promotion processes enhance job satisfaction and reduce workplace conflicts, 51% had a positive response to the statement that rewarding competence ensures skilled and qualified employees hold key positions, 75% were positive to the statement that transparency in promotions builds trust and boosts morale among civil servants, 68% had a positive response to the statement that career growth opportunities encourage continuous learning and professional development. On the other hand, 60% forming the majority disagreed to the statement that merit-based promotion motivates civil servants to work harder and improve performance.

Results according to probable statistics, it can be concluded included that merit-based promotion has a significant effect on performance of civil servants at Gamogo sub-county, Kapchorwa district

5.2 Conclusion

Basing on the research objective one which was to investigate the influence of clear communication channels on performance of civil servants at Gamogo sub county, Kapchorwa district, it can be concluded that clear communication channels has a significant effect on performance of civil servants at Gamogo sub county, kapchorwa district and can be enhanced by through regular training and capacity building workshops focused on communication skills, including both verbal and written forms. Supervisors should also adopt transparent leadership styles that encourage open dialogue and feedback among staff. Moreover, streamlining communication channels and reducing bureaucratic bottlenecks helps to ensure that messages reach intended recipients on time and without distortion.

With reference to the research objective two which was to assess the influence of supervision on performance of civil servants at Gamogo sub county, Kapchorwa district. It can be concluded that supervision has a significant effect on performance of civil servants at Gamogo sub county, kapchorwa district and can be enhanced by ensuring that tasks are executed efficiently, standards are maintained, and goals are met. One effective way of enhancing supervision is by training supervisors in modern leadership and management skills, such as emotional intelligence, strategic planning, and conflict resolution. This helps them guide, mentor, and support their teams better. Regular monitoring and evaluation should be emphasized to track progress, identify performance gaps, and provide timely feedback.

With allusion to the third objective which was to examine the influence of merit-based promotion on performance of civil servants at Gamogo sub county, Kapchorwa district, it can be concluded that merit-based promotion has a significant effect on performance of civil servants at Gamogo sub-county, Kapchorwa district. This can be enhanced by establishing transparent and objective criteria for assessing performance, qualifications, and achievements. Regular performance appraisals using standardized tools can help identify high-performing individuals deserving of advancement. Promotions should be based on demonstrated competence, innovation, ethical behavior, and leadership qualities rather than on favoritism, nepotism, or seniority alone. Creating awareness about promotion policies and procedures ensures that all civil servants understand what is expected of them.

5.3 Recommendations

There is need for the government to prioritize communication infrastructure and allocate adequate resources towards improving internal and external communication systems within civil service institutions. This includes investing in modern ICT tools, stable internet connectivity, and training programs that target both new and existing staff. Furthermore, the government should establish communication departments or designate officers responsible for ensuring clarity, consistency, and timeliness of information dissemination. Policies should also be put in place to promote multilingual communication especially in areas with language diversity to ensure inclusivity. Regular staff meetings, use of notice boards, newsletters, and feedback boxes can help bridge communication gaps between management and junior staff.

There is need for the government to strengthen supervision structures by establishing clear guidelines, roles, and responsibilities for supervisors at all levels. This can be achieved by developing a comprehensive supervision framework that is well-resourced and supported by relevant legal and policy instruments. The government should invest in continuous professional development programs for supervisors to equip them with the skills needed to manage diverse teams and workloads effectively. Provision of logistical support such as transport, supervision tools, and regular supervision allowances is vital for effective field monitoring. Encouraging interdepartmental collaboration and supervision peer reviews can also foster learning and improvement.

There is need for the government to enforce a robust and transparent merit-based promotion system across all civil service institutions. This requires developing clear policies and guidelines that prioritize qualifications, experience, and performance over political or personal connections. The government should strengthen institutional capacity to conduct fair and regular performance reviews, backed by adequate funding and trained human resource personnel. It is important to digitize the promotion processes to ensure efficiency, accountability, and tracking of career progression. Additionally, grievance mechanisms should be established where employees can appeal unfair promotion decisions. Monitoring and evaluation units should regularly audit promotion practices to ensure adherence to merit principles. Publicizing promotion outcomes and the criteria used promotes trust and deters corruption.

APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear respondent;

I am Chebet Stella Joan carrying out research on the topic “Assessing management practices influencing performance of civil servants at Gamogo sub county Kapchorwa district.” as a partial fulfillment for the award of bachelors degree of social work and social administration at Uganda Christian University .The questionnaire is designed to help me collect relevant information and therefore I kindly request you to participate in responding to the questions that was asked .However the information given was treated confidential and will only be used for academic purpose.

SECTION 1: DEMOGRAPHIC DATA

(Tick in the box provided)

1. Gender distribution of the respondent

a) Male b) Female

2. Marital status of the respondent

a) Single b) Married Divorced Widowed

3. Age bracket of the respondent (years)

a) 20-30 b) 31-40 c) 41-50 C) 60 and above

4. Academic qualification of respondent

a) Secondary b) Certificate c) Diploma d) Bachelors' e) Masters

5. Years of working by the respondents.

a) Less than 1 year b) 1-2 years c) 3 years and above

Section A: To investigate the influence of clear communication channels on performance of civil servants at Gamogo sub county, kapchorwa district

. This section aims at investigating the influence of clear communication channels on performance of civil servants at Gamogo Sub County, Kapchorwa district. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= agree, 2= strongly agree; 3= not sure; 4= disagree; 5= strongly disagree**

No	Statements	1	2	3	4	5
1	Effective communication skills enable civil servants to convey information clearly and professionally.					
2	Transparency builds trust by ensuring open and honest communication.					
3	Timely responses enhance efficiency and service delivery					
4	A feedback mechanism encourages two-way communication for continuous improvement.					
5	Adaptability allows civil servants to adjust communication styles for different audiences.					

Section B: To assess the influence of supervision on performance of civil servants at Gamogo sub county, kapchorwa district

This section aims at assessing the influence of supervision on performance of civil servants at Gamogo Sub-County, Kapchorwa district. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= agree, 2= strongly agree; 3= not sure; 4= disagree; 5= strongly disagree.**

No	Statements	1	2	3	4	5
1	Effective supervision ensures accountability by monitoring tasks and responsibilities.					

2	Regular feedback helps civil servants improve their performance and efficiency.					
3	Motivation and support from supervisors enhance productivity and job satisfaction.					
4	Performance evaluation identifies strengths, weaknesses, and areas for improvement.					
5	Conflict resolution by supervisors promotes teamwork and a positive work environment.					

Section C: To examine the influence of merit-based promotion on performance of civil servants at Gamogo sub county, Kapchorwa district

This section aims at examining the influence of merit-based promotion on performance of civil servants at Gamogo sub county, Kapchorwa district. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= agree, 2= strongly agree; 3= not sure; 4= disagree; 5= strongly disagree.**

No	Statements	1	2	3	4	5
1	Merit-based promotion motivates civil servants to work harder and improve performance.					
2	Fair promotion processes enhance job satisfaction and reduce workplace conflicts.					
3	Rewarding competence ensures skilled and qualified employees hold key positions.					
4	Transparency in promotions builds trust and boosts morale among civil servants.					
5	Career growth opportunities encourage continuous learning and professional development.					

APPENDIX II: INTERVIEW GUIDE

First research objective: To investigate the influence of clear communication channels on performance of civil servants at Gamogo sub county, Kapchorwa district

1. How would you describe the role of clear communication in your daily work as a civil servant?
2. In what ways does effective communication from supervisors and colleagues impact your job performance?
3. What challenges do you face in receiving and delivering clear communication within your workplace?
4. Can you share an example of how miscommunication affected your work performance or service delivery?

Second research objective: To assess the influence of supervision on performance of civil servants at Gamogo sub county, Kapchorwa district

1. How does the level and style of supervision affect your motivation and efficiency at work?
2. What aspects of supervision do you find most beneficial in improving your job performance?
3. Can you describe a situation where supervision positively or negatively influenced your work outcomes?
4. What recommendations would you suggest to improve supervisory practices in your organization?

Third research objective: To examine the influence of merit-based promotion on performance of civil servants at Gamogo sub county, Kapchorwa district

1. How does the promotion process in your organization affect your motivation and commitment to work?
2. In your experience, how does merit-based promotion contribute to improved job performance?
3. What challenges have you observed or experienced regarding merit-based promotions in your workplace?

KAPCHORWA DISTRICT LOCAL GOVERNMENT

Alternative communication routes
Sub county Chief0776807978
Chairperson LCH..... 0772328908
Sub Accountant 0783366598



THE REPUBLIC OF UGANDA

OFFICE OF THE SUB COUNTY CHIEF
GAMOGO SUB COUNTY
P.O.BOX 2
KAPCHORWA

15/05 /2025

TO THE ACADEMIC REGISTRAR
UCU MBALE UNIVERSITY COLLEGE

Dear Sir/ Madam,

RE: CHEBET STELLA JOAN

The bearer of this document has been placed in our sub county to do academic research on the topic

Assessing management practices influencing performance of civil servants at Gamogo Sub County.

We therefore inform your office that the necessary assistance will be rendered to her during the time she will be with us.

Thank you

A handwritten signature in blue ink, appearing to read 'Mwanga Fred', written over a dotted line.

MWANGA FRED

SENIOR ASSISTANT SECRETARY

Tel:0776807978

Cc: file

