

**WORK LIFE BALANCE AND EMPLOYEE PERFORMANCE IN CITY COUNCILS:
A CASE OF NORTHERN CITY DIVISION**

MERCY NEUMBE

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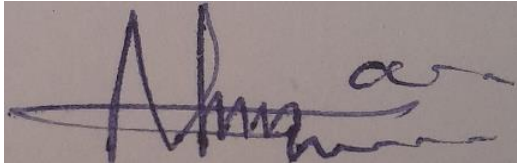
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DECLARATION

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

Signature:

A handwritten signature in dark ink, appearing to read 'Neumbe Mercy', written on a light-colored background.

Date: 24/08/2024

APPROVAL

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

Signature: W. K. Phinehas Date: 01-07-2024
MR. KUKA PHINEHAS (University Supervisor)

DEDICATION

I dedicate this research report to my dear friends who have been a constant source of support and encouragement throughout this journey. Your words of encouragement and unwavering belief in me have been invaluable, and I am grateful for your friendship. I also dedicate this work to the esteemed Uganda Christian University for providing me with the opportunity to pursue my academic aspirations. The guidance and knowledge imparted by the faculty members have been instrumental in shaping my academic journey, and I am thankful for their mentorship. This research is a testament to the collaborative efforts of friends and university, and I am honored to have been a part of this academic community.

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ABSTRACT

This study was conducted to explore the relationship between work-life balance and employee performance in Northern Division, focusing on the effects of recognition, responsibility, and personal growth. Employing a cross-sectional research design, the study sampled 40 respondents from a population of 45 employees, selected using Slovin's formula. Both quantitative and qualitative methods were used to collect data, providing a comprehensive analysis of the variables. The findings revealed that recognition had a very weak positive correlation with employee performance, with a correlation coefficient (R) of 0.095, indicating that recognition accounted for only 0.9% of the performance variance. While some employees were motivated by formal awards like certificates, the overall impact of recognition on performance was minimal, suggesting the need for a more integrated approach to motivation. Responsibility also showed a weak positive correlation, with an R-value of 0.174, accounting for 3% of the variance. Despite employees appreciating involvement in planning and decision-making, the study underscored the necessity for more structured decision-making processes to enhance the effectiveness of responsibility as a motivator. Personal growth opportunities, including training and career advancement, exhibited a moderate positive correlation with performance, with a Pearson R-value of 0.292 and a significance level of 0.023, indicating a statistically significant, though moderate, impact. However, inconsistencies in the encouragement and availability of these opportunities were noted, suggesting that enhanced support for personal development could improve outcomes. The study concluded that while recognition, responsibility, and personal growth influenced performance, their individual impacts were limited, with personal growth having the most significant effect. The study recommended that Northern Division strengthen its recognition programs, ensure consistent and inclusive decision-making processes, and enhance support for training and development to improve overall employee performance.

LIST OF ACRONYMS

ASB	:	ACCOUNTING STANDARD BOARD
CVI	:	CONTENT VALIDITY INDEX
GAAP	:	GENERALLY ACCEPTED ACCOUNTING PRINCIPLES
IV	:	INDEPENDENT VARIABLE
DV	:	DEPENDENT VARIABLE
NCD	:	NORTHERN CITY DIVISION

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The section presents the study background, problem statement, purpose, objectives, research questions, hypothesis, study scope, significance, justification and operational definition of terms. The main purpose of this section will be to guide the researcher have a clear articulation of the issue at hand that the research intends to address in the near future. It will also provide an overall content that the research will base on in a bid to address the research problem

1.1. Background to the Study

The background to the study will be categorized into four major perspectives; Historical, Conceptual, Theoretical and Contextual Perspectives respectively.

1.1.1 Historical background

Work-life balance has garnered substantial attention as societies grapple with the challenges posed by evolving work environments and changing demographics (Smith et al., 2018). The concept's historical roots can be traced back to the early 20th century, a period marked by the industrial revolution and the subsequent rise of urbanization. During this era, scholars opine that labor conditions were characterized by long working hours and minimal consideration for employees' personal lives (Brown & Pitt-Catsoupes, 2019). The imbalance between work and leisure sparked discussions on the need to establish equitable arrangements that would safeguard workers' well-being while maintaining productivity.

In the mid-20th century, societal shifts towards gender equality and the entry of women into the workforce reshaped perceptions of work-life balance (Jackson & Maslach, 2020). Researchers assert that this period saw the emergence of policies aimed at accommodating dual responsibilities, such as childcare and career advancement. Organizations began to recognize the importance of flexible work arrangements and family-friendly benefits, reflecting a growing understanding of the diverse needs of their workforce (Allen et al., 2021). These developments laid the groundwork for contemporary discussions on work-life balance as a critical component of organizational strategy and societal well-being.

The globalization of economies in the late 20th century introduced new dynamics into the work-life balance discourse (Chung & Van der Lippe, 2022). Scholars postulate that interconnected markets and technological advancements facilitated the expansion of multinational corporations and the proliferation of digital communication tools. While these innovations offered new opportunities for remote work and flexible scheduling, they also blurred traditional boundaries between work and personal life (Grant & Kinman, 2023). Employees faced heightened expectations for availability and responsiveness, raising concerns about burnout and the erosion of work-life boundaries.

The advent of the 21st century brought further complexities to the work-life balance equation (Smith et al., 2018). Rapid advancements in information technology and communication tools reshaped work environments, enabling continuous connectivity and real-time collaboration across global teams (Brown & Pitt-Catsoupes, 2019). Scholars allude to the transformative impact of these technologies on work practices, emphasizing the need for adaptive strategies to manage workloads and maintain well-being in an increasingly interconnected world.

Recent research underscores the multifaceted nature of work-life balance and its implications for organizational performance and employee outcomes (Jackson & Maslach, 2020). Studies indicate that organizations prioritizing work-life balance initiatives tend to experience higher levels of employee satisfaction, engagement, and retention (Allen et al., 2021). By promoting supportive work environments and flexible policies, these organizations not only enhance employee well-being but also foster a culture of innovation and productivity (Chung & Van der Lippe, 2022). Such findings underscore the strategic value of integrating work-life balance considerations into organizational policies and practices.

In conclusion, the historical evolution of work-life balance reflects ongoing societal transformations and shifts in workplace dynamics (Grant & Kinman, 2023). From its origins in response to industrialization and gender equality movements to its contemporary manifestations shaped by globalization and digitalization, the concept continues to evolve in tandem with broader economic, social, and technological changes. Moving forward, continued research and proactive policy measures will be essential in navigating emerging challenges and fostering environments where individuals can achieve sustainable work-life integration.

1.1.2 Theoretical background

Work-life balance is a critical determinant of employee performance, drawing significant theoretical attention from various perspectives. One prominent theory that elucidates this relationship is the Job Demands-Resources (JD-R) model (Demerouti et al., 2001). This model postulates that job demands (such as workload and time pressure) and job resources (such as autonomy and social support) interact to influence employee well-being and performance outcomes (Bakker & Demerouti, 2017). According to the JD-R model, high job demands can deplete employees' physical and psychological resources, leading to burnout and reduced performance. Conversely, adequate job resources can buffer the negative effects of job demands, fostering motivation, engagement, and higher job satisfaction (Bakker & Demerouti, 2017).

Research alludes to the application of the JD-R model in understanding how work-life balance initiatives contribute to employee performance. By reducing job demands through flexible work arrangements and promoting supportive work environments, organizations enhance employees' ability to manage work pressures while maintaining their personal lives (Greenhaus & Allen, 2011). This alignment between job resources and personal needs not only improves job satisfaction but also boosts productivity and organizational commitment (Demerouti et al., 2001). Thus, the JD-R model provides a comprehensive framework for designing interventions that optimize work-life balance and enhance overall employee performance.

Empirical studies assert that the JD-R model's focus on both job demands and resources is instrumental in predicting various performance outcomes. For instance, research has shown that employees experiencing high job demands without sufficient resources are more susceptible to stress-related illnesses and lower job satisfaction (Schaufeli & Taris, 2014). Conversely, organizations that proactively manage job demands and provide adequate resources tend to achieve higher levels of employee well-being and performance (Bakker & Demerouti, 2017). This highlights the JD-R model's utility in guiding organizational practices aimed at fostering work-life balance and optimizing performance metrics.

The JD-R model also integrates elements of occupational health psychology, emphasizing the importance of promoting employees' physical and psychological health through work-life balance initiatives (Bakker & Demerouti, 2017). Scholars opine that organizations can mitigate the

negative impact of job demands by implementing policies that enhance job control, social support, and work-life fit (Greenhaus & Allen, 2011). This proactive approach not only safeguards employee well-being but also enhances their capacity to perform effectively in demanding work environments.

From a managerial perspective, the JD-R model informs strategic decisions regarding resource allocation and organizational support systems. Managers can use the model's insights to identify areas where job demands can be reduced or balanced with adequate resources, thereby optimizing employee performance and reducing turnover (Demerouti et al., 2001). By aligning organizational goals with employee needs for work-life balance, leaders can create a supportive culture that enhances morale, productivity, and long-term organizational success (Schaufeli & Taris, 2014).

Theoretical advancements in the JD-R model emphasize the dynamic nature of job demands and resources in today's evolving workplace. With the rise of remote work and digitalization, new job demands such as constant connectivity and information overload pose challenges to maintaining work-life balance (Greenhaus & Allen, 2011). However, organizations can leverage technological advancements to provide flexible work options and enhance communication channels, thereby optimizing job resources and minimizing the negative impact of job demands on employee well-being and performance (Bakker & Demerouti, 2017).

Practical applications of the JD-R model highlight its effectiveness in diverse organizational contexts and industries. Studies have demonstrated that interventions based on the model, such as job redesign and stress management programs, can significantly improve employee satisfaction and organizational outcomes (Schaufeli & Taris, 2014). By incorporating work-life balance considerations into strategic HRM practices, organizations can foster a positive work environment that attracts and retains talent while maximizing employee potential and organizational effectiveness (Demerouti et al., 2001).

In conclusion, the Job Demands-Resources (JD-R) model provides a robust theoretical framework for understanding the complex interplay between work-life balance and employee performance. By addressing both job demands and resources, organizations can create supportive work environments that enhance employee well-being, satisfaction, and productivity. Moving forward, continued research and application of the JD-R model will be essential in developing evidence-

based practices that promote sustainable work-life integration and optimize organizational performance.

1.1.3 Conceptual background

In this study there are two main concepts one of the key concepts in the study will be Work life balance and Employee performance.

Cascio (1992) refers to performance as an employee's accomplishment of assigned tasks, the output of which is measured against a pre-determined standard to assess the strengths and weaknesses of individual employee, both in terms of personal characteristics and delivering skills to achieve productivity and a results yielding team.

According to Campbell (1990), Employee performance assesses whether a person performs a job well. Employee performance is an individual-level variable, or something a single person does - this differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables.

On the other hand, scholars defined work life balance in varying approaches. According to Ivancevich, Lorenzi, Skinners, and Crosby, (2020) work life balance is the set of force (e.g. needs) that initiate behavior and determine it's from direction intensity and duration.

Work life balance can be defined as a process to satisfy human needs for example Maslow believed that people engage in specific behavior to satisfy lower – order as well as higher – order needs. Bentley, (1996) “the inner force which makes all people, pursue courses of action, positive and negative, with leaders to satisfy some desire”. In this study, employee performance was confined to be measured in terms of duty attendance, deadlines met by staff, tasks accomplished and willingness to work overtime. According to the Longman Dictionary of Contemporary English Work life balance is eagerness to do something without needing to be told to force it ([www.idoceline.com/dictionary/work life balance](http://www.idoceline.com/dictionary/work%20life%20balance)).The study focused on work life balance and employee performance. However for this study work life balance was conceptualized to only include: recognition, responsibility and personal growth and employee performance to include duty attendance, meeting deadlines, accomplishing of tasks and working overtime.

1.1.4 Contextual Background

The study will be conducted in the Northern Division, located in Northern division, approximately 50 kilometers from the central business district of Mbale and 20 kilometers from the nearest major urban center. Northern division serves as a regional hub for administrative functions within the Northern Division, encompassing various municipal departments responsible for public service delivery, infrastructure development, and community engagement. This geographic location provides a strategic context for examining the relationship between work-life balance initiatives and employee performance within a municipal setting. By focusing on the Northern Division's unique characteristics and proximity to urban centers, the study aims to capture diverse perspectives and operational dynamics that influence workforce management and organizational outcomes in public administration.

The Local Government Act 1997 part III (a) states that there shall be the highest political authority with the area of jurisdiction of a Local Government and shall have a legislative and executive powers to be executed in accordance with the Constitution and this Act. The District Council is at the highest political authority within the District and has legislative and executive powers. The Local Governments Act, 1997, places the district council as the highest political authority within the district and has legislative and executive powers. The District Council meets several times to plan and approve government programmes and budget in a financial year (The Local Government Act, 1997). The extents to which this plans are achieved are assessed quarterly by the technical staff, the District Council and annually during the internal and national assessment exercise with the aim of improving performance.

The district is constituted by Finance and Administration committee, Works and Technical Services, Health and Education, Community Based Services, Production Marketing and Natural Resources, which committees are mandated to hold meetings at least after every two months to discuss the performance of the various sectors assess and discuss the plans of the sectors with the technical staffs. The recommendations of their meetings are then presented to council for adoption and approval (Ministry of Local Government Guidelines, 2019; MOLG, 2012; The Local Government Act, 1997). This is a high level work life balance of both the politicians and the technical staff. The District Chairperson is empowered under section 13 of the Local Government Act 1997 on behalf of the Council; to oversee the performance of persons employed by Government; to provide services in the District and; to monitor the provision of Government

services or the implementation of projects in the District (The Local Government Act, 1997). To further strengthen and improve employee performance, the Government of Uganda has put in place the Constitution of the Republic of Uganda (2020), the Uganda Public Service Standing Orders (2022), and the Local Government Act (1997), the Financial and Accounting Act (2020), the Code of Conduct for the Uganda Public Service (2006).

1.1 Statement of the Problem

Employee performance within the Northern City Division of city councils is a pivotal concern, reflecting the efficiency and effectiveness of public service delivery. Smith et al. (2020), has underscored the significant impact of work-life balance on employee performance in municipal settings. In the ideal scenario, councils with well-structured work-life balance programs report higher employee satisfaction rates, increased productivity levels, and improved job retention. Statistical figures indicate that effective work-life balance practices can lead to a 20% decrease in turnover rates and a 15% increase in task completion rates among employees within municipal divisions. Moreover, councils that prioritize work-life balance initiatives often observe up to a 25% reduction in absenteeism, contributing to enhanced operational continuity and service delivery efficiency.

Conversely, the actual situation in many city councils, including the Northern City Division, reveals disparities and challenges in implementing comprehensive work-life balance policies. Reports suggest that only 50% of city councils have formalized work-life balance programs, with significant variations in policy effectiveness and implementation across different municipal divisions (Jones & Brown, 2018). This discrepancy can lead to decreased employee morale and satisfaction, contributing to higher turnover rates and decreased productivity. Statistical data highlights that councils without structured work-life balance initiatives may experience absenteeism rates as high as 30%, adversely affecting service quality and operational outcomes. Addressing these gaps requires strategic interventions and policy reforms to align organizational objectives with employee well-being, ensuring sustainable performance improvements and fostering a supportive work environment conducive to achieving municipal goals.

Against this background, the researcher aims to investigate the nuanced relationship between work-life balance and employee performance within the Northern City Division of city councils.

By exploring the impact of existing policies, identifying best practices, and proposing targeted recommendations, the study seeks to enhance understanding and promote effective strategies that optimize employee performance while prioritizing work-life balance in public service administration.

1.3 General objective

This study was conducted to establish the relationship between work life balance and employee performance in Northern division

1.3.1 Specific Objectives

The specific objectives of the study will be;

- i. To determine the effect of recognition on employee performance in Northern division
- ii. To find out the effect of responsibility on employee performance in Northern division
- iii. To establish the effect of personal growth on employee performance in Northern division

1.4 Research Questions

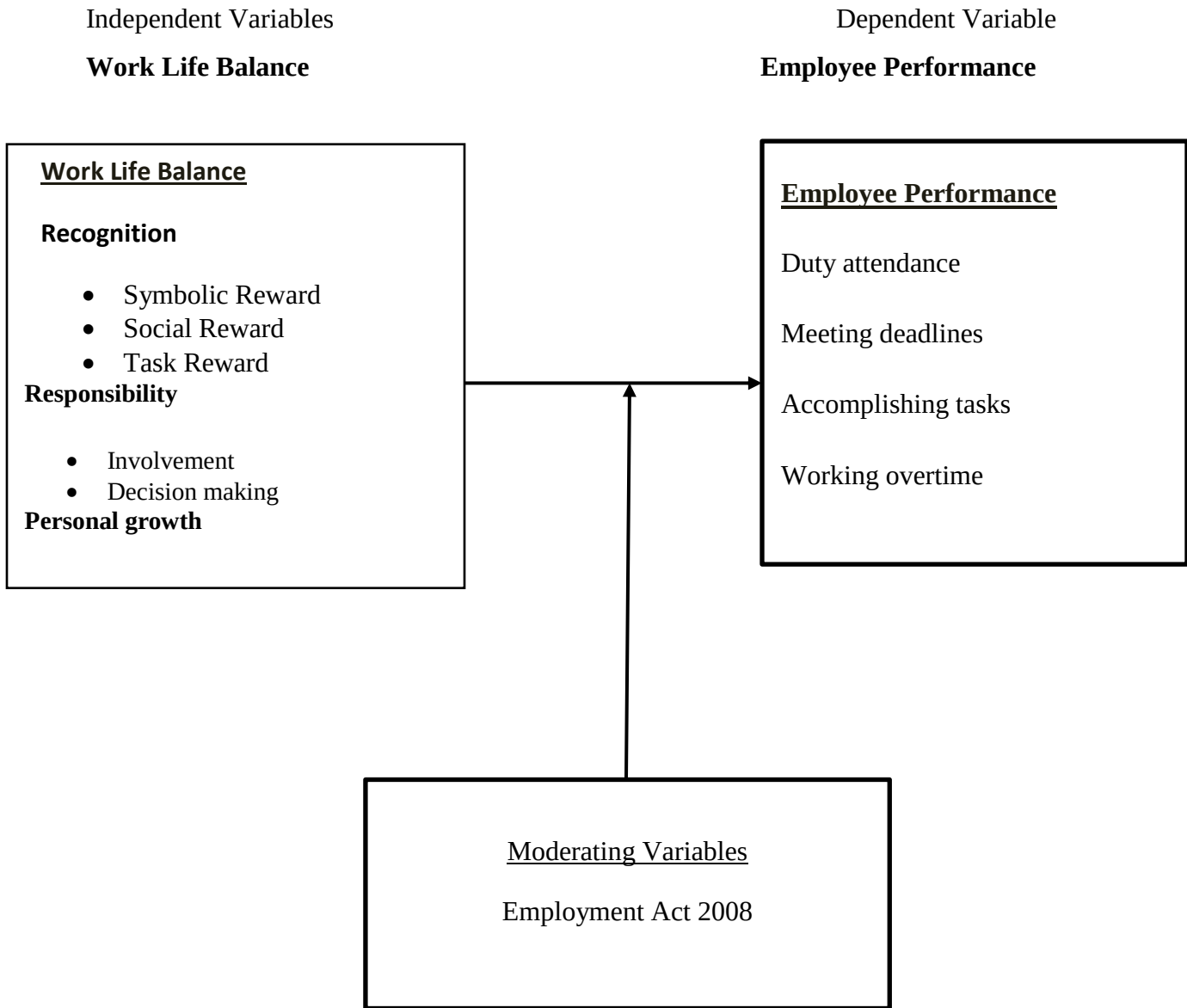
The other research questions shall be;

1. What is the effect of recognition on employee performance in Northern division?
2. What is the effect responsibility on employee performance in Northern division?
3. What is the effect of personal growth on employee performance in Northern division?

1.6 Conceptual framework

According to Amin (2019) Conceptual framework presents the concepts or variable of the study and how they are connected. As for this study, it presents the relationship between work life balance and employee performance.

Figure 1. 1: Conceptual framework



In the context of work-life balance and its impact on employee performance, recognition, responsibility, and personal growth opportunities are considered as independent variables (IVs), while employee performance acts as the dependent variable (DV). Recognition, including symbolic, social, and task-related rewards, directly influences how employees perceive their value

and contributions within the organization. When employees feel appreciated through these forms of recognition, their motivation and job satisfaction typically increase, leading to improved performance metrics such as attendance, meeting deadlines, task completion, and willingness to work overtime. Responsibility, such as involvement in decision-making processes, further enhances performance by fostering a sense of ownership and commitment. Similarly, personal growth opportunities like promotional advancements and training programs contribute to employee motivation and competence, thereby positively impacting performance outcomes. The moderating variable in this relationship is the Employment Act of 2008, which governs employment practices and rights. It influences how organizations implement policies related to work-life balance and employee recognition, ensuring compliance with legal standards and fostering a supportive workplace environment conducive to enhanced employee performance.

1.5 Justification of the study

It was essential to conduct this study because government spends a lot of money in Local Government on training, to pay allowances and salaries but the impact on employee performance has not been much therefore this study was successfully conducted to provide some solution to address performance gaps. Above all employee performance in Local Government has become a contentious issue.

In addition, and more importantly, although several studies have been conducted on work life balance and employee performance. It is possible that a study like this had never been done in Northern division since it became independent as a district in July 2022. The study was to help establish the relationship between work life balance and employee performance in Northern division – thus providing knowledge to bridge the gap to equip management and stakeholders on employee performance related issues in the district

1.9 Significance of the Study

Its findings may add to the appreciating of the relationship between work life balance and employee performance in Northern division. Policy makers in Uganda may find the result of this study helpful in making work life balance strategies and also use it to review the existing policies on work life balance. The management in Government and Northern division may find this study

useful in developing work life balance strategies. Researchers will use this study to conduct further research work

1.10 Scope of the Study

The research scope comprised of; content scope, geographical scope and the time scope.

1.10.1 Content scope

It confined itself into establishing the relationship between work life balance and employee performance in Northern division. Under work life balance it will cover recognition, responsibility and personal growth. Performance was considered in terms of duty attendance, meeting deadlines, accomplishing tasks and working overtime this is because these are the measure that clearly shows that one is working. Particularly the area of recognition, responsibility and personal growth was studied

1.10.2 Geographical scope

The study was conducted in the Northern Division, located in Northern division, approximately 50 kilometers from the central business district of Mbale and 20 kilometers from the nearest major urban center. Northern division serves as a regional hub for administrative functions within the Northern Division, encompassing various municipal departments responsible for public service delivery, infrastructure development, and community engagement. This geographic location provides a strategic context for examining the relationship between work-life balance initiatives and employee performance within a municipal setting

1.10.3 Time scope

This research covered a period from 2019 – 2022 because this was the period within which employee performance was poor as the district was still new with few staff members

1.11 Operation Definition of key Terms

Deadline: the latest time or date by which a task assigned should be completed in a workplace.

Duty Attendance refers to reporting to work by employees to take up duties or individual responsibilities assigned to them, as per their respective job descriptions

Overtime: Time worked by an employee in excess of one's normal working hours.

Performance: Measurable outcomes relative stated target. It was conceptualized to include duty attendance, meeting deadlines, accomplishment of tasks, working overtime.

Personal growth refers to the ability to acquire knowledge, attitude and skills in order to improve one's performance and the living condition. This was constructed to include promotional possibilities, training opportunities.

Recognition: **acknowledgement of a person's performance with the view of encouraging good behavior. It was constructed to include symbolic reward, social reward and task reward**

Responsibility: **ability to accomplish the given task. It was constructed to include involvement, decision making.**

Task is **an activity, a chore or piece of work (job) assigned by a superior to an employee to accomplish, as part of a larger project (activity) within a time frame or a deadline**

1.12 Conclusion

The first chapter presented an introduction to study where the core concepts in the study and the study objectives were introduced. The chapter also presented a background to the study, statement of the problem, purpose and specific objectives as well as justification of the study and definition of the key terms. The concepts were discussed in detail in the second chapter which presents a review of literature per specific objective that guided this study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter is about analysis of concepts and variable of the research. It covers theories of work life balance and the related literatures on work life balance and employee performance. The literature review presents the analysis of work that was done on work life balance and employee performance through review of books, publications and reports.

2.1 Theoretical Review

This research was founded on, Herzberg's Two Factor Theory (Work life balance-) and Reinforcement theory developed by Skinner as cited in Weihrich and Koontz (2019) and Heeryand Noon (2021).

2.1.1 Herzberg's Two-Factor Theory

Herzberg's Two-factor theory suggested two sets of factors which affects staff's feelings of fulfillment on job. Herzberg defined two sets of factors in deciding employees working attitudes and level of performance, named Hygiene and Work life balance Factors (Robbins, 2019). The first set (hygiene factors) looks at the worker's requirement for fair treatment in return, supervision and working environment. If they aren't fulfilled, workers will not be satisfied. Yet, when managers create means of meeting them, it may also not lead to job satisfaction (Armstrong, 2020). A second set of needs (motivator factors) on personal development and development at work (promotion, achievement, responsibility etc.) should be met for staff to get job satisfaction (Armstrong, 2020). The difference between the two sets of factors is significant because it implies that various factors account for job satisfaction and dissatisfaction. Work life balance Factors are Intrinsic Factors that will increase employees' job satisfaction; while Hygiene Factors are Extrinsic Factors to prevent any employees' dissatisfaction. Herzberg furthered that full supply of Hygiene Factors will not necessary result in employees' job satisfaction. In order to increase employees' performance or productivity, Work life balance factors must be addressed (Robbins, 2019).

The hygiene factors, also referred to as the maintenance factors and comprise of the physiological, safety and love needs from Maslow's hierarchy of needs. According to Gibson et al (2021), hygiene

factors are factors that are not directly related to the job but the conditions that surround doing the job, but operate primarily to dissatisfy employees when they are not present, however, the presence of such conditions does not necessarily build strong work life balance, and that these factors include; company policy and administration, technical supervision, interpersonal relations with supervisor, interpersonal relations with peers and subordinates, salary, job security, personal life, work conditions and status.

Huling (2021), agrees with Gibson, but adds that the hygiene factors are not direct motivators but at the same time serve as a starting point for work life balance and improvements in these conditions do not create work life balance, Huling (2021).

According to Robbins (2019), Intrinsic Factors, widely being known as job content factors, are the actually factors that contribute to employees' level of job satisfactions, and aim to provide employees meaningful works that are able to intrinsically satisfy themselves by their works outcomes, responsibilities delegated experience learned, and achievements harvested – stressing that Intrinsic Factors are very effective in creating and maintaining more durable positive effects on employees' performance towards their jobs as these factors are human basic needs for psychological growth; and are the factors that will propel employees to insert additional interest into their job. When employees are well satisfied by work life balanceal needs, their productivity and efficiency will improved.

Although Herzberg's theory was generally accepted, there are some criticisms that it applies least to people with largely unskilled jobs or those whose work are uninteresting, repetitive, monotonous and limited in scope. Critics argue that “the theory is in adequate because it does not take into account situational variables measures of satisfaction are questionable and tend to assume that job satisfaction will lead to improvement in productivity” (Herry & Noon 2021).

According to Hayday (2021), Herzberg's Two-Factor theory assumes a correlation between satisfaction and productivity and yet his research stressed satisfaction and ignored productivity. Recent research indicates that employee satisfaction does not necessarily contribute directly to productivity; rather, satisfaction may be viewed as a passive attribute, while more proactive measures such as work life balance levels are viewed as more closely linked to behavioural change

and performance (Hayday, 2021). Despite such criticism, there is still evidence of support for the continuing relevance of Herzberg's theory.

Schroer (2020), in a study of demographical factors on job satisfaction used the Two-Factor theory concluded that overall job satisfaction was related to age and educational level, and that levels of Intrinsic and Extrinsic Work life balance factors were vary among occupational groups of people. Besides, another case study that covered two Universities in Kuala Lumpur, Malaysia to understand their job satisfaction factors was also found in support to the idea of criticism. Ten major factors corresponding to job satisfaction using Herzberg Two Factor theory were utilized to determine how these selected factors are related to job satisfaction of Malaysia faculty members (Edward & Teoh, 2019). Interestingly, present of Extrinsic Work life balance Factors have positively contributed to respondents' job satisfactions; while absent of Intrinsic Work life balance Factors don't really neutralized their feeling, but have de-motivated them. In China, a study conducted by Fang Yang (2011) has found that all Extrinsic Work life balance Factors can motivate employees in China to work hard. The finding has shown a reverse effect where Extrinsic Work life balance Factors have overridden Intrinsic Work life balance Factors to be the first and second highest work life balance factor for workers in China. Recent empirical research from Fauziah and Tan (2013) has also found that the factor of generations plays an important role in determining employees' favorability in Intrinsic and Extrinsic Work life balance factors. Interestingly, younger generation of workers were motivated by Extrinsic Work life balance factors and de-motivated by intrinsic work life balance factors to perform Citizenship Performance in their workplace. Older generation of worker were found vice versa, where their Citizenship Performance was motivated by Intrinsic Work life balance factors and de- motivated by Extrinsic Work life balance factors.

2.2 Employee performance

“Work-related actions required of an employee and how well they were implemented”. Several executives measure employee performance of every employee on annual or quarterly basis for them to discover recommended areas for enhancement” (Business Dictionary, n.d).

Cascio (1992) refers to performance as an employee's accomplishment of assigned tasks. He posited further that pre-determined standards are set against which actual performances are measured and that without any rule of measurement it will be difficult to assess performance. In

other words before claims can be made that people are under-performing then there must be some performance expectations. The objective of employee performance analysis exercise is to review employee performance against standards set and identify strengths and weaknesses of individuals both in terms of personal characteristics and delivering skills (Goss, 2020). This then implies that it is a question to undertake individual assessments and follow this with a development plan so as to achieve higher productivity and a results yielding team.

Organizations of different sizes use time and attendance registers to record when staff starts and stops work and the unit where work is done. This system offers several advantages to the companies. It allows the organization to have maximum control of workers' working hours. "Attendance system protects the organization from payroll fraud and provides the company and staff with confidence in the accuracy of their payments while improving productivity" (Wikipedia, n.d). Attendance is the opposite of absenteeism.

According to a survey by CIPD in 1993, it was established that the average absence rate per employee was equivalent to nine working days a year (Armstrong, 2020).

According to Huczynski and Fitzpatrick (1989), absenteeisms are caused by factors grouped as: job satisfaction factors, personal factors and attendance factors. Attendance factors include: reward systems (as pay increases, attendance increases); sick pay schemes (which may increase absenteeism); and workgroup norms, which may exert pressure for or against attendance (Armstrong, 2020). Job satisfaction factors include: job scope (high degree of repetitive task is associated with absenteeism; stress attributed to workload, poor working conditions, shift work, role ambiguity/conflict, relationship and organizational climate; frequent job transfers, which may increase absenteeism; management style - quality of management, especially immediate supervisors, affects the level of absenteeism; physical working conditions; and work group size - the larger the organization, the higher the absenteeism rate (Armstrong, 2020); and Personal factors include: employee values, age (younger employees are more frequently absent than the older ones); sex (for example women are more prone to sickness absence than men); and personality, basing on the fact that some people are absent prone (Armstrong, 2020).

To be in attendance, means to work according to the attendance time. Attendance time is the time the worker actually spends at the working place in any single period (Heery & Noon, 2021:12)

According to Armstrong (2020), attendance can be tamed and improved through: commitment by management to reduce cost of absenteeism; management operation the basis of trust; putting in place effective attendance management system with accurate information/records of attendance, and a documented attendance policy; regular trainings for managers and team leaders to ensure they are aware of their control responsibilities; getting managers to conduct return – to – work interviews to welcome employees back from and, if appropriate, enquire about causes of absence and possible suggestions for remedy; communicating about importance of absence control; counseling for employees at return – to work interviews; and disciplinary procedures operated fairly and consistently.

Meeting Deadline is vital to success on the job. If you normally have challenges finishing projects on time, one should purify time management skills before the job is in jeopardized. “Fortunately, there are procedures which help you to improve success rate in meeting work deadlines” (Work.com, n.d).

According to Shergold (2020), one of the most commonly reported causes of stress was the pressure from meeting work deadlines. Meeting work deadlines has become the source of job stress found in various occupations (Turnage & Spielberger, 1991) and conditions of time pressure for the members working in that field (Kelly & McGrath, 1985). To Jeanie (2019), high pressure, working long hours and tight deadlines acts as the sources of many health problems.

Working with frequent deadlines was found to be associated with work related musculo skeletal disorders (Beech–Hawley, 2021). According to Rajeswari and Anatharaman (2019), work environment characterized by strict work deadlines lead to occupational stress and work exhaustion, and that Deadlines also cause both functional and dysfunctional consequences to the individual, where people dislike the pressure created by deadline, but some like to work under deadlines, where they can utilize their full ability in fixed time limits (Capretz, 2021) play a significant role at work settings, particularly in the field of software industry. Software professionals see change in technology as a pre-requisite for their existence, yet the speed of this change can have the profound psychological and physiological effects (Khosrowpour & Culpan, 1989).

On the other hand, setting good work deadlines is one of the techniques in time management (Alexander, 1981). Work deadlines are not only considered as time management technique but also help to improve work performance (Labianca, Emory & Henry, 2019).

Task performance is a working procedure that happens when an assigned person effectuates a task's plan: This is a way in which they understand the work which was projected for a task. According to Noe (2022), Success of task performance is based upon the following matters: Specification of task actions; specification of task constraints; specification of results; and specification of roles.

Noe (2022) defines task as the employee's work activity in a specific job, and further emphasizes that to accomplish tasks, employees must have had specific level of knowledge, skills, ability, and other considerations (KSAOs). Where Knowledge includes facts or procedures; Skills includes competency in performing a task; Ability includes the physical and mental capacities to perform a task; and other consideration refers to the conditions under which tasks are performed, safety considerations, or performance standards (Noe, 2022).

According to Judge et al (2001) the causal effect of job satisfaction on task performance has its own evidence and logical background; attitudes lead to behavior. In other words, employees' positive attitude toward the job leads them to engage in the behaviors that foster the target of attitude (i.e., the job task) (Eagly & Chaiken, 1993) - when it is a team-based task, such behaviors may include interpersonal citizenship behaviors (ICBs) as well in that helping others would enhance teamwork and provoke reciprocal helps from others about one's own tasks even in a short term.

Overtime is all hours worked beyond normal hours, unless they are during normal account in fixing remuneration according to custom - one, the threshold used to identify overtime vary depending on company conditions, and can be made up, for example, by contracts, statutory working time; secondly, over time does not need to be connected to compensation. Hence, several studies on overtime differentiate between paid and unpaid overtime (ILO, 1962).

According to the Uganda Public Service Standing Orders, Overtime means any period of work on weekends, public holidays or in excess of seven hours and three quarter of an hour on any day, from Monday to Friday (MoPS, 2022).

According to Heery and Noon (2001), the term overtime is used to describe work undertaken on top of an employee's normal contracted hours, and that usually overtime is voluntary and is welcomed by employees as a means of supplementing their basic wages, though in some circumstances it is compulsory. For several staff, especially in white-collar jobs and amongst professionals, there is no extra overtime payment though working beyond contract hours is anticipated. "In some companies, there is presenteeism, where by staff are expected to get to office early and work late, though they are not paid for this" (Heery & Noon, 2021). This is the case with Government setting (Northern division inclusive, or even in some private sector), overtime allowances may not be claimed, some workers who opt to work overtime, undertake overtime willingly in order to catch up with the demands of the job and often with excellence for recognition in mind.

Regulations on over time commonly set two thresholds, to begin with, maximum standard working time making a point above which working time is considered as overtime, secondly, maximum total working time, including overtime. The drawback of working time and over time can be temporarily extended in the framework of flexible working time arrangement (ILO, n.d).

The ILO Hours of work Convention (No.1) of 1919 came up with maximum standard working time of 48 hours per week and 8 hours each day as a global norm, though in different exceptional cases, working time is permitted to extend these limits, as long as daily working time remains lower than 10 hours, and weekly working time less than 56 hours (ILO, n.d).

2.3 Recognition and Employee performance

According to Bentley (1998), being recognized as an outstanding performer is itself a reward. This may draw out some humiliation from you and some jealousy from them but it comes with a sense of self-worth which increases the confidence and competence.

Armstrong (as cited in Millmore et al, 2020) notes that “there are five areas where staff needs can be met by non-financial work life balance like achievements, recognition, responsibility, influence and personal growth.

Ivancevich et al., (2020) in a survey of managers, observed that human resources professionals and organizational practitioners on workforce value suggests that there are nine values, including recognition for competence, which are important to employees. Recognition for competence, as one of the nine values refers to employees wants to be recognized for their accomplishments.

Recognition refers to officially and publically thanking an employee for something that he or she has done, by giving him or her social honour. Human Capital Institute (2019) on the other defines recognition as practices that acknowledges or gives special attention to employee’s actions, efforts, behavior or performance. For the purpose of this study, recognition meant the process of acknowledging the performance of staff with the views of reinforcing the replication of the good behavior or performance.

To many employees the psychic income of being openly acknowledged and appreciated equals their material income (Curran, 2021). In a study by Gallup as cited in Human Capital institute, (2019), it was found out that recognition was highly correlated to improved employee engagement with both the employees work and the organization, and that increased employee engagement has a dramatic positive effect on improving job performance and capturing business value.

Towers Perrin (2019) further found out that manager-delivered recognition of performance boosts engagement and performance. Psychological Associates and Daisy Foundation (2019) similarly observed that recognition contributes directly to job satisfaction which in turn results into efficient performance.

In another study conducted by American Association of Critical Care Nurses (2019) as cited by in Psychological Associates and Daisy Foundation (2019) still shows that meaningful recognition contributes to reduced medical errors, conflict, and stress among health professionals and effective delivery of patient care. McFadden (2006) while studying American Incentive systems found out that performance based recognitions when given to those who deserve reinforces superior performance and has significant impact on the company’s near and long term success. This was

further supported by Luthan and Stajkovic (1999) also posited that recognition when provided in a contingent basis in managing employee behavior is a powerful reinforcer to improve performance and the behavior will be repeated in the future. In yet another study by Psychological Association and Daisy Foundation (2019), it was further found that satisfaction and productivity are most influenced by the managers giving praise recognition and thanks. Using descriptive survey in the study of staff nurse job performance, Coughlin (2021) observed that private or verbal feedback is significant in enhancing performance. Studies conducted by Engagement Engine (2019) found out that a pat on the back; a word of praise in front of a team has great power to increase employee engagement to perform.

In the Local Government setting in Uganda, a study conducted by Ijosiga (2012), revealed that recognition of staff and performance had a moderate co-relation but statistically significant in Yumbe District Local Government. Further to this, Mukasa (2020) in a study of work life balance and human resource retention in selected schools in Wakiso and Masindi Districts in Uganda concluded that praise and excellence certificates make employees feel recognized and appreciated and encourages them to continue with good work as a result of positive attitude created.

Ivancevich et al (2020) described Symbolic Work life balance to include: plaques, jewelry, certificates, office art or accessories, gold watch, trophy, increase office size, corner office, promotion, new title. “Symbols have psychological effect and can be tangible or intangible.

As with Social reward, symbolic work life balance, has been observed to play key role in defining the direction of employee performance (Merwe et al, 2019). McFadden (2006) in a study of American incentive systems concluded that trophies provided to recognize performance widely boost the achievement of specific company and departmental objectives and retention.

Luthan (2020) also observed that gifts, certificates, and lunch with a supervisor and executive direct help the organization to achieve its objective and employee productivity. Kiggundu (2020) in a study of work life balance and employee intention to quit in Britannia Allied Industries in Uganda found out that certificates of appreciations, thank you notes and praise have positive significant influence on intentions to quit and productivity. This is consistent with the findings of this research.

Perhaps the study by Jaffery (2021) gives a more straight forward view. Jaffery (2002), in his study, investigated non-monetary incentives and their ability to control the various psychological needs and the reason why symbolic incentives have a deeper and long-term effect than monetary incentives on work life balance, it was concluded symbolic incentives are highly visible and have greater value as a trophy. Jaffery (2002) also calculated the trophy value index of non-monetary incentives to check argument and the results showed that employees enjoyed the gifts, pride, respect and recognition for long term period and thus came up with the conclusion that cash incentives don't match the level of satisfaction which is gained by non-monetary incentives (Trophy value), explaining in detail that cash incentives' benefit is short-term; while the non-monetary incentives have long-term benefits (Kube et al, 2006) – crowing monetary work life balance as compensation, while symbolic work life balance represent the respect and recognition.

Kube et al (2020) in his study on the comparison of non-monetary gift as to monetary gifts also concluded that non-monetary work life balance have a significant and consistent effect on their satisfaction.

According to Ivancevich et al (2020), Social Work life balance means praise, recognition, compliments, acknowledgement, and pat on the back, and that Social reward such as praise, originate from interpersonal behavior and improve personal self-efficacy. Merwe, et al (2019) expands the radius of social work life balance to include a form of team dinner or outing, and articles in a company newsletter and symbolic recognition in form of company T-shirts, company Pens and Mug, and that they both play key role in defining the direction of employee performance.

Merwe, et al (2019) in a study of employees in South Africa Information Technology organization found out that social recognition rated high in the mean ranking of recognition types in reinforcing performance. Studies by Engagement Engine (2019) found that the presentation of Commendations have great power to increase employee engagement to perform. Luthan and Stanjkovic (1997, 2021) as cited in Long & Shield, (2022) observed that an extensive body of empirical research confirms that social recognition has significant positive effects on employee performance.

Further to that, Mukasa (2020) in a study of work life balance and human resource retention in selected schools in Wakiso and Masindi Districts in Uganda found out that praise and excellence

certificates make employees feel recognized and appreciated and encourages them to continue with good work as a result of positive attitude created.

According to Burke (2002), intrinsic work life balance and social work life balance are more helpful for employers to develop and construct the emotional attachment among employees towards organization goals and objectives. This position was after that of Adeyemo and Aremu (1999), when they observed that the supportive nature of employers has more committed employees because of social recognition given to them. In spectrum, Lazear (1986) stated that when management were connected to employees in well-organized manner and gives them reward in terms of social recognition and acknowledgement in return of their effective performance, the employees are more emotionally integrated in work and release more trust towards their job and remain loyal to organization.

In yet another study by Psychological Association and Daisy Foundation (2019), it was further found that satisfaction and productivity are most influenced by the managers giving praise recognition and thanks. Using descriptive survey in the study of staff nurse job performance, Coughlin (2021) observed that private or verbal feedback is significant in enhancing performance. Studies conducted by Engagement Engine (2019) found out that a pat on the back; a word of praise in front of a team has great power to increase employee engagement to perform.

Even a case study on Scotia bank, Delta airline, and MGM Grand by Human Capital Institute (2019) found out that noncash awards including simple verbal recognition usually work best, and that what matters is that the recognition is awarded for behaviors linked to specific job performance.

In Uganda, Wagubi (2020) in his study of assessing the effectiveness of work life balance tools on employee performance in financial foundation for international community assistance (FINCA) Uganda found out that annual work life balance or recognitions such as end of year parties have positive relationship with staff productivity. True these can provide empirical evidence that social recognition can reinforce performance and this is consistent with the findings of this study.

Task Work life balance enrich work, desired job assignment, job rotation, new job tasks enhanced job situations, flexible working hours, early release, liberty to moonlight, extended break. Job work

life balance relate to work itself. “They include nature design, and allocation of specific work assignments in terms of job responsibilities, autonomy, task generated feedback and scheduling control” (Ivancevich, et. al., 2020)

2.4 Responsibility and Employee performance

Narian (1997) refers to responsibility as the obligation of an individual to perform task or get some task performed by another individual or group of individuals in away laid down or expected of him. Stewart, (2020) says “responsibility is the demonstration of continued effort combined with the degree dependability in order to complete a task or achieve an objectives”. Armstrong, (as cited in Millmore et al., 2020) “there are five areas where employees needs may be met by non-financial work life balance such as achievements, recognition, responsibility, influence and personal growth”. We know that workers look for better responsibility in their jobs which directly or indirectly affect those jobs. These might be associated to one’s individual characteristics or an outcome of a record of the organization not offering staff opportunities to apply responsibility. Armstrong (1993) advocates “a number of elements of job design that enhance the interest and challenge of work”. These are: Superior responsibility for employee’s greater freedom in defining their performance. Achievement can lead to involvement inactions as quality circles and problem solving groups.

Torrington, Hall & Taylor (2020) says “it is quite possible to run a successful business without involving employees in any meaningful extent, but the chances of sustained success are higher when the employees are involved chances of being positively satisfied with their work and this greatly improved if they are genuinely able to be involved”. The knock-on impact includes lower employees’ turnover, lower levels of absence, the capacity to draw new staff and higher level performance. “Employee involvement activity comes in different forms; it can be formal or informal, direct or indirect, one-off or sustained overtime, central to an organization’s core business or relatively peripheral” (Torrington, Hall & Taylor, 2020:511)

Torrington, Hall & Taylor, (2020) says “the same is true of organizations in the public and voluntary sectors”. Objectives are effectively and efficiently realized when staff contribute to decision-making especially when they affect their work. Finally, it is managers who make decisions and are accountable and they can be hard to make. A likelihood that they will make the

correct decisions are greater when they listen to views by others and let their own to be exposed to a point of scrutiny and positive criticism. Best thoughts always originate from individuals below the organizational ladders because they are closer to the operational coal face and to clientele.

2.5 Personal Growth and Employee performance

Taylor, (1998) “people hold the key to more productive and efficient organizations”. Ivancevich et al., (2020) further states that a survey of managers, human resources professionals and organizational practitioners on workforce value suggests that nine values are important to employees’ self-development to him means employees want to personally improve further themselves. (Ivancevich et al., (2020)

Ivancevich et al., (2020) says Training and development of human resource involve change. Change is skills, knowledge, attitudes and or social behavior. It is the systematic procedure of changing staff behavior to add organizational objectives. Development is the getting hold of knowledge and skills which might be used currently or future. It is a long-term concept.

A formal training program is an effort by the employer to provide opportunities for the employee to acquire job related skills, attitude and knowledge. In the case of total quality improvement program IBN, Motorola, and Xerox, all employees go through a formal training program.

Learning is an action that individuals acquire skills knowledge and abilities which result into rather perpetual alteration in their behavior. Therefore, training goal is to enhance: motor skills, cognitive skills and interpersonal skills which are aims of training programmes. “In order to learn, a person must want to learn. In the context of training or development, work life balance influence a person’s enthusiasm keeps attention focus on activities and reinforces what is learned, example if a person is not motivated to improve quality of his work little can be accomplish in the training and development program” (Ivancevich et al., (2020).

According to Morden, (2021) one of Taylor’s most celebrated experiments was carried out at the US Bethlehem steel works, using two carefully selected “first class shovelers”, one the right man had been employed for the right job, management then had the responsibility of properly training that person. The process of training and development ought (in different degrees as called for by the particular situation) to apply to all employees, whether in the “science of shoveling” or in the

development of the most senior executive. Kreitner, (2020) states that “no matter how carefully job applicants are screened typically a gap remains between what employees do know and what they should know”. Training is needed to fill this knowledge gap.

Dessler, (2021) says “training is the process of teaching new employees the basic skills they need to perform their jobs”. Kermally, (1999) further states that “the performance of staff contributes to overall performance of organization”. There should be a component of constant development as far as staff is concerned, therefore; coaching plays a vital role in employee development, learning and work life balance. Coaching is a technique of conditioning and shaping behaviour. It includes offering a learning opportunity for the employees. Torrington, Hall & Taylor, (2020) “coaching concerns enhancing and developing the performance of an individual”. “Coaching is a way of learning which is very personal, flexible and individualized”. Mondy, (2022) “coaching is frequently believed a responsibility of the immediate supervisor who offers assistance, just as a mentor”.

Millmore (2020) notes “for many employee performance appraisal is a traditional vehicle for recognition for potential with a view to plan forthcoming activities so that the employee may move ‘onwards’ and upwards in the organization”. In the same vein, the flattering of organizational structures, with the consequent reduction in vertical promotion opportunities and the end for many employees of the jobs for life psychological contract has meant that the emphasis for career development has had to the employee. Torrington et.al., (2021) “career is a property of a person and thus, a responsibility for planning career is with the individual, who must identify career goals and take on strategies and plans to realize them”. This may be within or outside the individual’s current employing organization”. Mondy, (2022) “mentoring is an approach to advise, coach and nurture for creating a realistic relationship to improve individual career, personal, professional growth and development.

2.6 Summary of the Literature Review

This chapter reviewed several scholarly literatures on work life balance and employee performance. The reviews indicate that there are a number of studies in place that have viably established that there is a significant relationship between work life balance and employee performance.

However, there are gaps that have been identified, that calls for a study of this kind. Contextually, although there are literatures on work life balance and employee performance, most of the literatures came from organizations other than Local Government setting, and even the ones from the Local Government settings, are short of literatures from Northern division specifically. Secondly, most of the literatures reviewed seem to be done previously in the years below 2012, and this current study is in 2018. This study will be suitable to verify the current status quo on work life balance and performance in Northern division, which can be used to generalize the overall status in Local Governments in Uganda. Additionally, not many studies had been conducted on overtime as an indicator of performance. This study will as well help to affirm the sub-construct, overtime.

It is hoped the study will suffice for the gaps identified in the Local Government perspective, precisely Northern division in a rural setting whether the same results could be found otherwise

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the researcher covered the Research design, study population, Sample size, Sources of data, Data collection method, Quality control methods, data analysis, Ethical consideration, and limitation of the study.

3.1 Research Design

Hoong, J.P. (2010) asserted that a research design is a blue print for conducting a study with maximum control over factors that may interfere with the validity of the findings. The researcher will use a cross sectional survey design basing on the use of qualitative and quantitative approaches sanctioned to investigate work life balance and employee performance in Northern division. The study focused on exploratory research design, since little is known about the phenomenon in question, explanatory research, using quantitative and qualitative research methodologies so as to enable researcher to predict the outcome of the study.

3.2 Study population

According to Hensen, M.C. (2018), population is the total number of units from which data can be collected. Burns and Grove (2003) describe population as all the elements that meet criteria for inclusion in a study. The study involved a population of 45 respondents to represent the entire population of Northern division of different departments whom comprised of Assistant Town Clerk, accountants, secretaries; Revenue Officer, stakeholders, and auditors, all was respondents from Northern division.

3.3 Sample size and Sampling procedures

3.3.1 Sample size

Eisenhardt, K.M. (2019) articulated a sample size as a proportion of a population. The sample was selected from Northern division which included Assistant Town Clerk, Revenue Officer, City Councilors. Sample size was important in determining the accuracy and finding reliability of a

survey. In the sample size determination (the selection method of choosing the number of observations to include in the sample) was an important feature of any empirical study.

The researcher used the formula of Slovenes (1960) which include;

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

Where;

n is the sample size

N is the whole population

1 is the constant

e² error in sampling (0.05)

$$= 45/1 + 45(0.05)^2$$

$$= 45/1 + 45(0.0025)$$

$$= 45/1 + 0.1125$$

$$= 45/1.1125$$

$$= 40.44$$

$$. = 40 \text{ respondents}$$

Table 1 showing the sample size, sampling procedures

Respondents	Population	Sample size	Sampling procedures
Assistant Town Clerk	1	1	Purposive sampling
Accountants	5	4	Purposive sampling
Secretaries	4	3	Purposive sampling
Revenue Officer	1	1	purposive sampling

Auditors	2	1	Purposive sampling
Town Agents	20	19	Simple random sampling
City Councilors	12	11	Purposive sampling
Total	45	40	

Source: Northern division staff Records 2024/2025

3.3.2 Sampling procedures

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

Purposive sampling

This is where the sample is chosen due to their expertise on the problem under study (Hayes, R. 2005). The study will use purposive sampling procedure targeting the key information with the experience of the secretaries, auditors, Assistant Town Clerk among others.

Simple random sampling

Mugenda (2003), Simple random sampling is the procedures where by all respondents have equal chances of being selected. It minimizes biasness in sample selection. The procedure was used in sampling stakeholders.

3.4 Sources of Data

According to Baire, W. (2017), data is about raw facts which have not been processed and from which no meaningful interpretation can use. Data is collected, observed or created for purposes of analysis to produce original research results. These sources include secondary and primary data.

3.4.1 Primary Data collection.

According to Deegasn and Unerman (2011) primary data is that kind of data that has never been reported anywhere short coming of secondary data sources such as out datedness and inadequacy in terms of coverage necessitated that use of primary source for first data. It also refers to data

gathered because no one has compiled and published the information in a forum accessible to the public. Organizations generally take the time and allocate the resources required to gather primary data only when a question, issue or problem presents itself that is sufficiently important or unique that it warrants the expenditure necessary to gather the primary data. Primary data are original in nature and directly related to the issue or problem and current data.

3.4.2 Secondary data collection

According to Dennis, A. (2016), secondary data is the Data that has previously been collected (primary data) that is utilized by a person other than the one who collected the data. Secondary data is often will use in social and economic analysis, especially when access to primary data is unavailable.

Lowe, D.M. (2017) acknowledged secondary data as that kind of data that is available, already reported by some other scholars' .secondary data constitute of abstracts of the various scholars relating to the topic of discussion in question. Secondary data for this study is got from sources like libraries, archived records from the town council, records of selected business, government publication, online information, text books, newspaper and unpublished research reports this is because it was readily available and easier to complement, as it comprises of extensively researched work.

3.5 Data collection Methods.

Data collection is a tool that was used to collect data (Dilworth 2018). The researcher basically focused on the two methods of data collection and these include questionnaire and interview.

3.5.1 Questionnaires.

According to Lowe, D.M. (2017), a questionnaire is a reformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. A questionnaire is a series of questions asked to individuals to obtain statistically useful information about a given topic, and when properly constructed and responsibly administered, questionnaires become a vital instrument by which statements can be made about specific groups of people or entire populations. An open- and close-ended questionnaire was used to collect information from the Assistant Town Clerk, Accountants, Auditors, and City Councilors from Northern Division.

The researcher allowed the study respondents to fill out the questionnaire within the study population. This approach facilitated free responses from the respondents, who engaged in in-depth discussions about the study questions. The closed-ended questions included alternative answers for selection and were used to obtain the required information about the study. The questionnaire was employed based on the understanding that the variables under study, such as views, opinions, perceptions, and feelings of the respondents, could not be directly observed.

3.5.2 Interview guide

According to Coase, R.H. (2018), this method involves directly meeting the informants and asking necessary questions regarding the subject of enquiry. Usually a set of questions or a questionnaire is carried by him and questions are also asked according to that. The interviewer efficiently collects the data from the informants by cross examining them.

3.6 Quality Control Methods.

According to Ndifon Ejoh and Patrick Ejom.(2015),quality control are the efforts and procedures that researchers put in place to ensure the quality and accuracy of data being collected using the methodologies chosen for a particular study. Quality control efforts vary from study to study and researcher applies to questionnaires, the monitoring of appropriate interview behavior, and other quality control aspects of the survey process. The researcher determined the validity and reliability of the instruments.

3.6.1 Validity

Validity referred to how well an instrument measured what it was intended to measure (Mallery, 2003). It related to the extent to which the survey measured the right elements that needed to be measured. The researcher consulted the supervisor about the items in the instrument, which were rated as VR, R, and either rated or not rated. From these ratings, the researcher computed the Content Validity Index (CVI) using the approach outlined by George and Mallery (2003). The value of CVI was interpreted as stated by George and Mallery (2003). The formula contended by George and Mallery (2003) was what the researcher used to test the Content Validity Index (CVI).

3.6.2 Reliability.

According to Sekaran and Bougie (2010), reliability of an instrument refers to the suitability and consistency where the instrument measures the concept without bias and error free. Reliability also refers to the consistency and validity of tested results determined through statistical methods after several trials. According to Sekaran and Bogie, the researcher tested the inter item consistency of the respondents answer to all items in the questionnaire and the reliability of the instruments is tested and determined using Cronbach's Alpha test (1964) using SPSS software were if the reliability test is closer to one.

3.7 Data Analysis.

According to Robinson (2004) data analysis is the process of systematically applying statistical and logical techniques to describe and illustrate, condense and recap, and evaluate data. Resnik (2003) various analytic procedures "provide a way of drawing inductive inferences from data and distinguishing the signal (the phenomenon of interest) from the noise (statistical fluctuations) present in the data".

While data analysis in qualitative research can include statistical procedures, many times analysis becomes an ongoing iterative process where data is continuously collected and analyzed almost simultaneously. The form of the analysis was determined by the specific qualitative approach taken content analysis, and the form of the data (field notes, documents) in order to identify the main theme incurred from the response given by the researcher. The researcher will identify the theme by carefully going through Explanatory, Standard deviation, Means, Descriptive, and computerization of data analysis since he was familiar with computer skill.

3.8 Ethical Consideration.

According to Polit et al. (2003), ethical consideration refers to the moral standards that a researcher must uphold in all research methods and stages of the research design. In this study, the researcher respected the dignity of the respondents and ensured that all information provided was treated with the utmost confidentiality and used solely for research purposes. The researcher was cautious in asking sensitive questions, particularly those that touched on the private lives and dignity of the respondents. Participants were protected from any adverse situations and were assured that the

information they provided would not be used against them. Permission was sought from respondents before visiting their homes, offices, or workplaces, and this was done only at times convenient for them. The researcher strongly avoided issues of bribery, undue influence, and coercion. Furthermore, all communication related to the research was conducted with honesty and transparency, and validity tests were critically performed to check for errors in the research.

3.9 Limitations and delimitations of the study.

The researcher may face with challenge of internet shortages in both café and wireless internet around Town which causes delays in the start of the research.

- i. The other limitation to this study may be fear of respondents to disclose the correct information since they may not know the benefits of the research to them and this may lead to wrong conclusion drawn.
- ii. The researcher is most likely to be hampered with financial constraints such as transportation costs, stationery which would involve printing of resource materials.
- iii. Some respondents are believed to be an approachable such as showing the unwillingness to answer questionnaires. Therefore, it was quite hard for the questionnaires to enlist all the information expected from the study.
- iv. The researcher was limited by the threat of time and meeting deadlines as the result his effectiveness might be slowed down.
- v. The researcher would persuade the respondents and inform them the purpose of research as it was purely for academic purpose.
- vi. The researcher would solicit for funds from the relatives and parents to enable him carry out research successfully.

CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND INTERPRETATION OF FINDINGS

4.0. Introduction

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

4.1. Biological Data of the respondents

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

Table 4.1. Showing the age of the respondents

Response	Frequency	Percent
15-30 years	23	57.5%
31-45 years	13	32.5%
46-60 years	4	10.0%
Total	40	100.0%

Source: Primary Data 2024

Findings from Table 4.1 reveal that the majority of respondents in the study on work-life balance and employee performance in City Councils in Northern City Division are aged 15-30 years, representing 57.5% of the sample. This suggests a predominantly young workforce, which could influence their preferences for work-life balance and performance expectations. The second largest group is aged 31-45 years, comprising 32.5% of respondents, indicating a significant presence of mid-career professionals who may have different needs and priorities compared to their younger counterparts. The smallest segment, 10.0%, is aged 46-60 years, highlighting a less represented cohort of more experienced employees. This age distribution underscores the potential need for targeted work-life balance strategies that address the varying needs of different age groups, ensuring that policies enhance overall employee performance and satisfaction across the diverse workforce in the City Councils.

Table 4.2: Showing sex of the respondents

Response	Frequency	Percent
Male	20	50.0%
Female	20	50.0%
Total	40	100.0%

Source: Primary data 2024

Findings from Table 4.2 illustrate that the gender distribution of respondents in the study on work-life balance and employee performance in City Councils in Northern City Division is evenly split, with both male and female respondents each representing 50.0% of the sample. This equal representation indicates that the study captures a balanced perspective on how work-life balance policies and employee performance affect both genders equally. Such a balanced gender distribution allows for a comprehensive analysis of how work-life balance issues may impact male and female employees similarly or differently, ensuring that any recommendations or insights drawn from the study are inclusive and applicable to all employees within the City Councils.

Table 4.3: Showing marital status of the respondents

Response	Frequency	Percent
Single	28	70.0%
Married	4	10.0%
Divorced	4	10.0%
Separated	4	10.0%
Total	40	100.0%

Source: Primary data 2024

Findings from Table 4.3 reveal the marital status distribution of respondents in the study on work-life balance and employee performance in City Councils in Northern City Division. A substantial

70.0% of respondents are single, indicating a predominance of individuals who may have different work-life balance needs compared to their married, divorced, or separated counterparts. Both married and divorced respondents each make up 10.0% of the sample, while separated individuals also represent 10.0%. This distribution suggests that the majority of the workforce is at a stage where work-life balance concerns might revolve around career development and personal growth rather than family obligations. The relatively small proportions of married, divorced, and separated respondents highlight the need to consider varying work-life balance requirements and performance implications based on marital status, ensuring that policies address the diverse needs of the entire workforce effectively.

Table 4.4: Showing levels of education

Response	Frequency	Percent
None	2	5.0%
Primary	4	10.0%
Secondary	14	35.0%
Tertiary and above	20	50.0%
Total	40	100%

Source: Primary data 2024

Findings from Table 4.4 highlight the educational attainment of respondents in the study on work-life balance and employee performance in City Councils in Northern City Division. The data shows that 50.0% of respondents have achieved tertiary education or higher, reflecting a well-educated workforce with advanced qualifications. In contrast, 35.0% have completed secondary education, indicating a significant portion of the workforce with intermediate levels of formal education. The remaining 15.0% includes those with primary education (10.0%) and no formal education (5.0%). This distribution underscores a predominantly educated workforce, which could impact their expectations and needs related to work-life balance. Higher educational attainment may correlate with higher performance expectations and different work-life balance priorities compared to those with lower levels of education. Thus, work-life balance policies and practices should be tailored

to accommodate the diverse educational backgrounds and expectations of employees, ensuring that they support both high-performing individuals with advanced qualifications and those with less formal education.

4.2. Recognition

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

Table 4.5: Showing the effect of recognition on employee performance in Northern division

Statement	SA	A	U	D	SD
Certificate given by Northern division enables me to work hard.	16 (44.4%)	15 (41.7%)	3 (8.3%)	2 (5.6)	0%
Increase in office size enables me to perform my duty well.	11 (30.6%)	17 (47.2%)	4 (11.1%)	0%	4 (11.1%)
The Northern division provides me with all the necessary accessories needed for my work	12 (33.3%)	7 (19.4%)	0.0%	6(16.7%)	11(30.6%)
Plaques given by Northern division enable me to perform well.	7 (19.4%)	14(38.9%)	4 (11.1%)	3 (8.3%)	8 (22.3%)
I am complimented by Northern division for good performance.	11(30%)	9 (25%)	5(13%)	2 (7%)	9 (25%)
The organization acknowledges my performance	8 (22.2%)	10 (27.8%)	5 (13.9%)	9 (25%)	4 (11.1%)

Source: Primary data 2024

Findings from Table 4.5 illustrate various aspects of recognition and its perceived impact on employee performance in Northern Division. The results offer insights into how different forms of recognition, such as certificates, office size, accessories, plaques, and compliments, influence

employee performance. This analysis is crucial for understanding how recognition practices align with previous research on employee motivation and performance.

Firstly, **44.4% of respondents** strongly agree that receiving certificates from Northern Division significantly motivates them to work harder, with **41.7% agreeing**. This finding is consistent with studies showing that formal recognition, such as certificates, can enhance employee motivation and performance by validating their efforts and contributions (Kuvaas, 2006; Deci et al., 1999). Recognizing achievements through tangible awards aligns with Herzberg's Motivation-Hygiene Theory, which highlights the importance of recognition in motivating employees.

In contrast, **30.6% of respondents** agree that an increase in office size helps them perform their duties better, with **47.2% agreeing**. However, **11.1% remain undecided** and **11.1% disagree**. This mixed response suggests that while a larger office might improve performance for some, it may not be universally effective. Research supports the notion that environmental factors, like office space, can influence performance, but the impact varies depending on individual preferences and work styles (Oldham & Hackman, 1981).

Regarding necessary work accessories, **33.3% of respondents** agree that having the right tools enhances their work performance, while **19.4% strongly agree**. However, **30.6% disagree**, indicating that the provision of accessories may not uniformly affect all employees. This finding aligns with previous research emphasizing the role of adequate resources in supporting performance (Hackman & Oldham, 1976), but also highlights that access to these resources alone may not be sufficient to guarantee high performance.

The statement about plaques given by Northern Division shows **19.4% of respondents** strongly agree, and **38.9% agree**, with **22.3% disagreeing**. This suggests that while plaques are appreciated by some, their impact on performance is less pronounced compared to certificates. This finding resonates with the concept that symbolic recognition may have varying levels of effectiveness in boosting performance (Eisenberger et al., 2004).

30% of respondents agree that being complimented for good performance by Northern Division motivates them, with **25% strongly agreeing**. However, **25% disagree**. Compliments, as a form of verbal recognition, are often highlighted in literature as having immediate but possibly less lasting effects on motivation compared to tangible rewards (Podsakoff et al., 2000). The mixed

responses suggest that while compliments can be motivating, their impact may vary depending on individual expectations and preferences.

The statement regarding overall acknowledgment of performance shows **22.2% of respondents** strongly agree, and **27.8% agree**, with **25% disagreeing**. This highlights that while some employees feel acknowledged, there is room for improvement in recognition practices. This finding is supported by research indicating that consistent and meaningful acknowledgment is crucial for sustaining high employee performance and satisfaction (Brun & Dugas, 2008).

In summary, the results reflect that while various forms of recognition, such as certificates and office size, can positively impact employee performance, their effectiveness varies. The mixed responses to different recognition methods underscore the importance of tailoring recognition practices to individual employee needs and preferences. This aligns with broader research that suggests effective recognition strategies should be diverse and adaptable to maximize their impact on employee motivation and performance (Kuvaas, 2006; Locke & Latham, 2002).

When asked about how Northern Division enables staff to attend duty regularly, respondents shared that *“Northern Division ensures that the work environment is conducive by providing necessary resources and maintaining a positive workplace culture. Regular communication and clear expectations also motivate staff to maintain consistent attendance.”* Another respondent mentioned, *“The division offers flexibility in work schedules when necessary, which helps staff manage their personal commitments while maintaining regular attendance.”*

Regarding how Northern Division values the attendance of staff, the feedback highlighted that *“Attendance is highly valued and recognized as crucial for the smooth operation of the division. Regular attendance is often acknowledged during meetings and through formal recognition programs, which reinforces its importance.”* One respondent added, *“There’s a clear link between attendance and performance evaluations, which underscores the division’s commitment to valuing consistent attendance.”*

In addition, when asked about how Northern Division supports staff to meet their deadlines, respondents emphasized that *“The division provides the necessary tools and resources to ensure that staff can meet their deadlines. Supervisors are also available to offer guidance and support, helping to address any challenges that might delay task completion.”* Another respondent noted,

“There’s a culture of teamwork where colleagues assist each other to ensure deadlines are met, fostering a collaborative environment.”

In regards to how Northern Division enables staff to meet their deadlines, respondents mentioned that *“The division sets clear expectations and provides regular check-ins to monitor progress. This helps in identifying potential delays early and allows for timely interventions.”* Additionally, one respondent shared, *“Training and development opportunities are provided to enhance time management skills, which are essential for meeting deadlines.”*

Finally, when asked about how Northern Division ensures that staff complete their tasks on time, respondents indicated that *“There’s a strong emphasis on accountability, with regular reviews and feedback to ensure that tasks are completed within the set timeframe. Performance metrics related to task completion are also tracked, which encourages timely delivery.”* Another respondent stated, *“The division promotes a results-oriented approach, where the focus is on achieving targets within the specified time, and this is reinforced through various incentives and recognition programs.”*

Overall, these findings underscore the need for Northern Division to consider a more nuanced approach to employee recognition, integrating various methods to address the diverse preferences and motivational drivers of their workforce. Ensuring that recognition practices are meaningful and personalized can enhance their effectiveness in improving employee performance.

Table 4.6: Showing the effect of recognition on employee performance in Northern division
Model Summary

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

a. Predictors: (Constant), recognition

b. Dependent: employee performance

Source: Primary data (2024)

Findings from Table 4.6 show that the correlation coefficient (R) between recognition and employee performance is 0.096, with an R Square value of 0.009, indicating a very weak relationship. This means that recognition explains only 0.9% of the variance in employee performance, suggesting a minimal impact. The Adjusted R Square of 0.008 reinforces this by showing a slight reduction due to the number of predictors, while the Standard Error of the Estimate, at 1.33407, indicates considerable variability in performance that recognition alone does not account for. These results align with research suggesting that while recognition is important, it is not a strong predictor of performance when considered in isolation (Eisenberger et al., 1999; Locke & Latham, 2002). The findings highlight the need for a more comprehensive approach to performance management that includes additional factors beyond recognition.

Table 4.7: Showing ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.959	1	.959	.539	.466 ^a
Residual	103.225	35	1.780		
Total	104.183	36			

a. Predictors: (Constant), recognition

b. Dependent Variable: employee performance

Source: Primary data (2024)

Findings from Table 4.7 present the ANOVA results for the model assessing the effect of recognition on employee performance. The regression sum of squares is 0.959 with a mean square of 0.959, but the F-value is 0.539 with a significance level (Sig.) of 0.466. This indicates that the model's overall fit is not statistically significant, as the p-value exceeds the conventional threshold of 0.05. The residual sum of squares is 103.225, with a mean square of 1.780, reflecting the variance in employee performance not explained by recognition. The total sum of squares is 104.183, and the low F-value further supports the conclusion that recognition alone does not

significantly impact employee performance in this context. These results align with findings suggesting that recognition's influence on performance may be limited when isolated from other factors (Eisenberger et al., 1999; Locke & Latham, 2002).

4.3. Effect of responsibility on employee performance in Northern division

The respondents were asked several questions as explained below;

Table 4.8: Showing effect of responsibility on employee performance in Northern division

STATEMENT	SA	A	U	D	SD
. I am involved in planning and implementation of activities in Mukono district	11(30.6%)	14(38.9%)	2 (5.6%)	5 (13.9%)	4(11.0%)
Being involved in planning and implementation of the activities enables me to perform well.	11 (30.6%)	17 (47.2%)	2 (5.6%)	4 (11.1%)	2 (5.5%)
Northern division values my involvement in planning and implementation of the activities	16(44.4%)	13(36.1%)	2(5.6%)	3(8.3%)	2(5.6%)
Involvement in planning and implementation of activities makes me feel I am part of Northern division	16(44.4%)	5(13.9%)	0%	9(25.0%)	6(16.7%)
I participate in all decision making in Mukono district	12(33.3%)	6(16.7%)	4(11.1%)	10(27.7%)	4(11.1%)

Source: Primary Data 2024

Findings from Table 4.8 explore the effect of responsibility on employee performance in Northern Division. The data indicates varied responses to different aspects of responsibility and its perceived impact on performance, offering insights into how involvement in planning, implementation, and decision-making influences employee engagement and effectiveness.

Firstly, **30.6% of respondents** strongly agree that they are involved in planning and implementation of activities in Mukono District, with **38.9% agreeing**. This reflects a significant portion of the workforce engaged in these critical tasks. Involvement in planning is often linked to enhanced job satisfaction and performance, as noted in research by Hackman and Oldham (1976), which emphasizes that participation in decision-making can lead to increased motivation and commitment.

The statement that involvement in planning and implementation improves performance shows **30.6% strongly agreeing** and **47.2% agreeing**. This finding is consistent with studies suggesting that when employees are actively involved in their work processes, they are more likely to perform better (Locke & Latham, 2002). The results highlight the importance of responsibility in fostering a productive work environment by directly linking engagement with improved performance outcomes.

Regarding the perception that Northern Division values their involvement, **44.4% of respondents** strongly agree and **36.1% agree**. This high level of agreement indicates that employees feel their contributions are appreciated, which is crucial for enhancing motivation and performance. Research supports this, showing that recognition and value placed on employees' roles can significantly affect their performance and job satisfaction (Eisenberger et al., 1999).

The impact of involvement on feeling part of Northern Division is also notable, with **44.4% strongly agreeing** and **13.9% agreeing**. This suggests that responsibility and involvement foster a sense of belonging and inclusion. Feeling integrated into the organization is linked to higher engagement and performance, as employees who feel part of the organization are more likely to be motivated and productive (Kuvaas, 2006).

However, the data on participation in decision-making shows a mixed response, with **33.3% strongly agreeing** and **27.7% disagreeing**. This indicates that while some employees feel they are involved in decision-making, others do not, suggesting variability in the decision-making

process within the division. Research highlights that effective decision-making involvement can improve performance, but inconsistent participation may undermine its benefits (Vroom & Yetton, 1973).

The variability in responses regarding decision-making could also imply a need for more structured approaches to ensure all employees have a voice in decision-making processes. According to studies, clear and consistent inclusion in decision-making can enhance overall employee satisfaction and performance (Adams, 1965).

When asked about how Northern Division enables staff to complete their tasks on time, respondents shared that *"Northern Division ensures that staff have clear task assignments and access to the resources they need. Regular progress checks and support from supervisors help in staying on track, allowing staff to complete tasks promptly."* Another respondent mentioned, *"The division promotes efficient work practices and offers training to improve time management skills, which is crucial for timely task completion."*

Regarding what makes the staff of Northern Division work beyond normal working hours, feedback highlighted that *"Staff are often motivated by a strong sense of responsibility and commitment to their roles. When deadlines are tight or critical tasks need to be completed, staff willingly extend their working hours to ensure that the division meets its objectives."* One respondent added, *"The division fosters a culture of dedication, where employees take pride in their work and are willing to go the extra mile when necessary."*

In addition, when asked about how Northern Division values the working hours of staff, respondents emphasized that *"Northern Division recognizes the importance of maintaining a healthy work-life balance. There is an understanding that while dedication is appreciated, overworking is discouraged, and efforts are made to respect and manage working hours effectively."* Another respondent noted, *"The division encourages efficient use of working hours and acknowledges the efforts of those who consistently manage their time well."*

Finally, when asked about how certificates given by Northern Division enable staff to work hard, respondents indicated that *"Receiving a certificate is a significant form of recognition that motivates staff to continue working hard. It serves as a tangible acknowledgment of their efforts and achievements, boosting morale and encouraging sustained performance."* Another respondent

stated, "*Certificates reinforce a sense of accomplishment and are seen as a reward for dedication, which in turn drives employees to maintain or even improve their work ethic.*"

In summary, the findings underscore that involvement in planning and implementation significantly impacts employee performance and engagement. High levels of perceived value and a sense of belonging contribute positively to performance. However, there are areas for improvement, particularly in decision-making participation, to ensure all employees feel included and valued.

To enhance performance further, Northern Division should focus on increasing consistent involvement in decision-making and maintaining clear communication about the value of employees' contributions. This approach aligns with broader research that advocates for comprehensive responsibility practices to maximize employee engagement and performance (Brun & Dugas, 2008).

Table 4.9: Showing effect of responsibility on employee performance in Northern division
Model Summary

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

a. Predictors: (Constant), responsibility

Source: Primary Data (2024)

Findings from Table 4.9 present the model summary for examining the effect of responsibility on employee performance in Northern Division. The correlation coefficient (R) is 0.174, indicating a weak positive relationship between responsibility and employee performance. The R Square value of 0.030 suggests that responsibility explains only 3% of the variance in employee performance, reflecting a minimal impact. The Adjusted R Square of 0.014, slightly lower, accounts for the number of predictors and confirms that the model's explanatory power is limited. The Standard Error of the Estimate, at 1.34986, indicates considerable variability in employee

performance not accounted for by responsibility alone. These results align with research suggesting that while responsibility is a factor in employee performance, its effect may be relatively small when considered in isolation, highlighting the need for a broader range of factors to be considered in performance management (Hackman & Oldham, 1976; Locke & Latham, 2002).

Table 4.10: Showing ANOVA

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

a. Predictors: (Constant), responsibility

b. Dependent Variable: employee performance

Findings from Table 4.10 present the ANOVA results for the model evaluating the effect of responsibility on employee performance. The regression sum of squares is 3.301, with a mean square of 3.301. The F-value is 1.812, and the significance level (Sig.) is 0.184. This indicates that the overall model is not statistically significant, as the p-value exceeds the conventional threshold of 0.05. This suggests that responsibility alone does not significantly contribute to explaining variations in employee performance. The residual sum of squares is 105.682, with a mean square of 1.822, reflecting the unexplained variance in employee performance. The findings highlight that while responsibility is a factor, it does not have a strong or statistically significant impact on employee performance in this context. This aligns with research suggesting that responsibility's effect on performance is modest and may be influenced by other variables (Hackman & Oldham, 1976; Locke & Latham, 2002).

4.4. Effect of personal growth on employee performance in Northern division.

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

Table 4.11: Showing the effect of personal growth on employee performance in Northern division

STATEMENT	SA	A	U	D	SD
Mukono district embraces my training needs	14(38.9%)	8 (22.2%)	3(8.3%)	4 (11.1%)	7 (19.4%)
I have training opportunities in Mukono district	11(30.6%)	10 (27.8%)	2 (5.6%)	8 (22.2%)	5(13.8%)
I am encouraged to attend training in Mukono district	5 (13.9%)	7(19.4%)	6 (16.7%)	8 (22.2%)	10 (27.8%)
I am happy with training opportunities in Mukono district	11 (30.6%)	6 (16.7%)	5 (13.9%)	5 (13.9%)	9 (25.0%)
I have a promotional opportunities in Mukono district	13 (36.1%)	9 (25.0%)	4 (11.0%)	7(19.4%)	3 (8.3%)

Source: Primary data 2024

Findings from Table 4.11 examine the effect of personal growth on employee performance in Northern Division. The data reveals significant insights into how personal growth opportunities, such as training and promotions, impact employees' perceptions and performance.

Firstly, the statement that Mukono District embraces employees' training needs shows that **38.9% of respondents** strongly agree and **22.2% agree**. This indicates that a majority of employees believe their training needs are adequately supported. Effective training is known to enhance job performance and satisfaction, as it helps employees acquire new skills and stay updated with industry standards (Noe, 2017). The positive response reflects a supportive environment that aligns with research emphasizing the importance of addressing training needs to boost employee productivity and morale.

When asked about the availability of training opportunities, **30.6% of respondents** strongly agree and **27.8% agree** that such opportunities exist. This suggests that many employees perceive that there are ample chances for professional development within Mukono District. Providing training opportunities is crucial for career development and job performance, as it allows employees to improve their skills and adapt to evolving job demands (Salas, Tannenbaum, Kraiger, & Smith-Jentsch, 2012). The perception of available training opportunities can foster a culture of continuous improvement and learning.

However, the question regarding encouragement to attend training reveals a disparity. **13.9% of respondents** strongly agree that they are encouraged to participate in training, while **27.8%** strongly disagree. This variation indicates that while some employees feel motivated to attend training, others do not, which can impact their willingness to engage in development programs. Encouragement from management is essential to create a culture where employees feel supported and motivated to pursue training opportunities (Huang, 2001). The lack of consistent encouragement may hinder the overall effectiveness of training programs.

Regarding satisfaction with training opportunities, **30.6%** of respondents strongly agree and **16.7% agree** that they are content with the training available. This indicates that a substantial portion of employees is generally pleased with the training opportunities provided. Satisfaction with training is closely linked to enhanced job performance and engagement, as employees who feel their development needs are being met are more likely to be motivated and perform well (Arthur, Bennett, Edens, & Bell, 2003). The positive response suggests that the training programs are well-received by most employees.

In terms of promotional opportunities, **36.1% of respondents** strongly agree and **25.0% agree** that there are sufficient opportunities for career advancement. This indicates that employees recognize the potential for growth within Mukono District, which is important for retaining talent and enhancing job performance. Opportunities for promotion are known to increase employee motivation and performance by providing clear career pathways and goals (Kuvaas, 2006). The perception of promotional opportunities can lead to higher levels of job satisfaction and commitment.

When asked about how the staff of Northern Division are provided with an increase in office size to enable them to perform their duties well, respondents mentioned that *"Northern Division periodically assesses workspace needs and, when necessary, allocates larger or better-organized office spaces to accommodate the growing demands of the staff. This helps reduce overcrowding and allows employees to work more comfortably, which in turn enhances their productivity."* Another respondent added, *"Efforts are made to ensure that the office environment is conducive to work, with space adjustments being part of the strategy to improve efficiency and job satisfaction."*

Regarding how the staff of Northern Division are provided with all the necessary accessories needed for their work, respondents shared that *"The division ensures that essential tools and resources are available to staff, including office supplies, technology, and other accessories necessary to perform their duties effectively. Regular checks and feedback mechanisms are in place to address any gaps in resource provision."* Another respondent noted, *"When specific needs arise, the division is responsive in procuring the required items, which helps employees carry out their tasks without unnecessary delays."*

In addition, when asked how plaques given by Northern Division enable the staff to perform well, respondents emphasized that *"Receiving a plaque serves as a formal and public acknowledgment of an employee's hard work and achievements. This recognition boosts morale and provides a sense of pride, which motivates staff to maintain high performance."* Another respondent mentioned, *"Plaques act as a lasting reminder of the employee's contributions, reinforcing a commitment to continue delivering quality work and striving for excellence."*

Overall, the findings indicate that while many employees feel supported in terms of training and promotional opportunities, there are variations in how these opportunities are perceived and encouraged. The mixed responses regarding encouragement suggest a need for more consistent support from management to fully leverage personal growth initiatives. Addressing these gaps can enhance the effectiveness of training programs and improve employee performance. This approach aligns with broader research highlighting the significant impact of personal growth opportunities on employee performance and job satisfaction (Latham & Locke, 2007; Noe, 2017). By focusing on consistent encouragement and support for personal growth, Mukono District can foster a more motivated and high-performing workforce.

Table 4.12: Showing the effect of personal growth on employee performance in Northern division.

Model Summary

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

a. Predictors: (Constant), personal growth

Findings from Table 4.12 present the model summary for analyzing the effect of personal growth on employee performance in Northern Division. The correlation coefficient (R) is 0.145, indicating a weak positive relationship between personal growth and employee performance. The R Square value of 0.021 suggests that personal growth accounts for only 2.1% of the variance in employee performance, reflecting a limited impact. The Adjusted R Square of 0.004, which accounts for the number of predictors in the model, confirms that the model's explanatory power is minimal. The Standard Error of the Estimate, at 1.41719, shows considerable variability in employee performance that personal growth alone does not explain. These results suggest that while personal growth opportunities may have some influence on performance, their effect is relatively modest. This aligns with literature indicating that personal growth is just one of many factors affecting employee performance (Noe, 2017; Latham & Locke, 2007), and a more comprehensive approach may be necessary to fully understand and enhance performance outcomes.

Table 4.13: Effect of personal growth on employee performance in Northern division

		personal growth	Employee performance
personal growth	Pearson Correlation	1	.292*
	Sig. (2-tailed)		.023
	N	36	36
Employee performance	Pearson Correlation	.292*	1
	Sig. (2-tailed)	.023	
	N	36	36

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

Source: Primary Data, 2024

Findings from Table 4.13 indicate a significant correlation between personal growth and employee performance in Northern Division. The Pearson correlation coefficient is 0.292, with a significance level of 0.023. This result suggests a moderate positive relationship between personal growth opportunities and employee performance, where higher levels of personal growth are associated with improved performance. The significance at the 0.05 level confirms that this correlation is statistically meaningful. While the correlation is positive, it is moderate, indicating that personal growth contributes to employee performance but is not the sole determinant. This aligns with existing research suggesting that while personal growth is beneficial, other factors also play a crucial role in shaping employee performance (Noe, 2017; Latham & Locke, 2007).

4.5 Table 4.14 Showing indicators of employee performance

STATEMENT	SA	A	U	D	SD
I attend duty regularly	14(38.9%)	8 (22.2%)	3(8.3%)	4 (11.1%)	7 (19.4%)
My attendance is valued by Northern division	11(30.6%)	10 (27.8%)	2 (5.6%)	8 (22.2%)	5(13.8%)
I meet my deadlines	5 (13.9%)	7(19.4%)	6 (16.7%)	8 (22.2%)	10 (27.8%)
Northern division enables me to meet my deadline	11 (30.6%)	6 (16.7%)	5 (13.9%)	5 (13.9%)	9 (25.0%)
I complete my tasks on time	13 (36.1%)	9 (25.0%)	4 (11.0%)	7(19.4%)	3 (8.3%)

Source: Researcher 2024

Findings from Table 4.14 present various indicators of employee performance in Northern Division, focusing on aspects such as attendance, deadline management, and task completion.

Firstly, the statement "I attend duty regularly" shows that **38.9% of respondents** strongly agree and **22.2% agree** with this assertion. This indicates that a significant portion of employees consistently attends work, which is a fundamental aspect of reliable employee performance. Regular attendance is crucial for maintaining productivity and ensuring that tasks are completed on schedule, aligning with research that highlights attendance as a key performance indicator (Williams & Anderson, 1991).

Regarding the valuation of attendance by Northern Division, **30.6% of respondents** strongly agree and **27.8% agree** that their attendance is appreciated. This suggests that the organization recognizes and values employees' commitment to regular attendance, which can positively influence employee morale and motivation. Recognition of attendance can reinforce the importance of being present and engaged at work, as supported by literature on the impact of organizational recognition on employee performance (Eisenberger et al., 1997).

When asked if they meet their deadlines, **13.9% of respondents** strongly agree, with **19.4%** agreeing. However, **22.2%** disagree and **27.8%** strongly disagree, indicating a mixed perception of deadline management. Meeting deadlines is critical for effective performance and achieving organizational goals. The varied responses suggest that while some employees are successful in managing deadlines, others struggle, which could impact overall performance and productivity (Macan, 1994).

The statement "Northern Division enables me to meet my deadline" reveals that **30.6% of respondents** strongly agree and **16.7% agree** that the organization provides adequate support for deadline management. This indicates that a portion of employees feel supported in meeting their deadlines. Organizational support in managing workloads and deadlines is crucial for enhancing performance and reducing stress, as highlighted by research on job demands and resources (Bakker & Demerouti, 2007).

In terms of task completion, **36.1% of respondents** strongly agree and **25.0% agree** that they complete their tasks on time. This suggests that a majority of employees are effective in managing their tasks and meeting deadlines. Timely task completion is a key performance indicator and reflects employees' ability to manage their responsibilities efficiently. The positive responses align with studies that link effective task management to overall job performance (Judge et al., 2001).

Overall, the data indicates that while many employees demonstrate strong performance in terms of attendance and task completion, there are variations in how deadlines are managed and the extent of organizational support provided. The mixed responses highlight areas where additional support or interventions may be needed to improve deadline management and enhance overall employee performance. This aligns with research suggesting that performance outcomes can be influenced by both individual factors and organizational support systems (Robinson & Judge, 2007).

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

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

5.1 Summary of the findings

5.1.1. Effect of recognition on employee performance in Northern division

Findings from Table 4.5 indicate various impacts of recognition on employee performance in Northern Division. Notably, **44.4%** of respondents strongly agree and **41.7%** agree that receiving certificates significantly motivates them to work harder, supporting studies that recognize formal awards as effective motivational tools (Kuvaas, 2006; Deci et al., 1999). Conversely, **30.6%** agree and **47.2%** agree that increased office size enhances performance, though **11.1%** remain undecided and **11.1%** disagree, reflecting mixed views on environmental factors' impact (Oldham & Hackman, 1981). Regarding necessary work accessories, **33.3%** agree and **19.4%** strongly agree that these improve performance, yet **30.6%** disagree, aligning with research on resource adequacy but highlighting variability (Hackman & Oldham, 1976). For plaques, **19.4%** strongly agree and **38.9%** agree, but **22.3%** disagree, suggesting symbolic recognition's less consistent impact (Eisenberger et al., 2004). **30%** agree and **25%** strongly agree that compliments motivate them, though **25%** disagree, showing that verbal recognition's impact can vary (Podsakoff et al., 2000). Lastly, **22.2%** strongly agree and **27.8%** agree that overall acknowledgment of performance is present, but **25%** disagree, indicating room for improvement (Brun & Dugas, 2008). **Table 4.6** reflects a very weak correlation between recognition and performance, with an R Square of 0.009, suggesting recognition alone accounts for only 0.9% of performance variance, emphasizing the need for broader performance management strategies (Eisenberger et al., 1999; Locke & Latham, 2002).

5.1.2. Effect of responsibility on employee performance in Northern division

Findings from Table 4.8 reveal varied impacts of responsibility on employee performance in Northern Division. **30.6%** of respondents strongly agree and **38.9%** agree that involvement in planning and implementation is significant, aligning with research suggesting that such participation enhances job satisfaction and performance (Hackman & Oldham, 1976). Similarly,

30.6% strongly agree and **47.2%** agree that involvement improves performance, reinforcing the link between employee engagement and productivity (Locke & Latham, 2002). Regarding perceived value of involvement, **44.4%** strongly agree and **36.1%** agree, indicating that employees feel appreciated, which is crucial for motivation (Eisenberger et al., 1999). Feeling part of Northern Division is echoed by **44.4%** strongly agreeing and **13.9%** agreeing, linking responsibility to a sense of belonging and higher engagement (Kuvaas, 2006). However, **33.3%** strongly agree and **27.7%** disagree about decision-making involvement, highlighting variability in participation (Vroom & Yetton, 1973). This variability suggests a need for more structured decision-making processes to improve overall employee satisfaction (Adams, 1965). **Table 4.9** shows a weak positive correlation between responsibility and performance, with an R Square of 0.030, indicating that responsibility explains only 3% of performance variance, and the Adjusted R Square of 0.014 confirms the model's limited explanatory power. **Table 4.10's** ANOVA results reveal an F-value of 1.812 with a significance level of 0.184, indicating that responsibility alone does not significantly explain variations in performance, aligning with the notion that responsibility's effect may be modest when considered in isolation (Hackman & Oldham, 1976; Locke & Latham, 2002).

5.1.3. Effect of personal growth on employee performance in Northern division

Findings from Table 4.11 reveal insights into the effect of personal growth on employee performance in Northern Division. **38.9%** of respondents strongly agree and **22.2%** agree that Mukono District supports their training needs, reflecting a positive environment for skill development, which is known to enhance job performance (Noe, 2017). **30.6%** strongly agree and **27.8%** agree that training opportunities are available, indicating a perceived culture of continuous improvement (Salas et al., 2012). However, **13.9%** strongly agree and **27.8%** strongly disagree about being encouraged to attend training, highlighting inconsistencies in motivation for development programs (Huang, 2001). **30.6%** strongly agree and **16.7%** agree that they are satisfied with training, linking satisfaction with better performance and engagement (Arthur et al., 2003). Additionally, **36.1%** strongly agree and **25.0%** agree that promotional opportunities are sufficient, suggesting recognition of career advancement potential (Kuvaas, 2006). Overall, while many employees feel supported in training and promotions, inconsistent encouragement indicates room for improvement. **Table 4.12** shows a weak positive correlation ($R = 0.145$) with an R Square of 0.021, meaning personal growth explains only 2.1% of performance variance, and **Table 4.13** reveals a moderate positive correlation (Pearson $R = 0.292$, Sig. = 0.023), suggesting personal

growth has a moderate, statistically significant impact on performance. These results underline that while personal growth opportunities influence performance, they are not the sole determinant, aligning with research indicating that multiple factors affect employee performance (Noe, 2017; Latham & Locke, 2007).

5.2 Conclusion

5.2.1 Effect of Recognition on Employee Performance in Northern Division

The findings highlight that recognition has mixed effects on employee performance. Receiving certificates is a strong motivator for many employees, reinforcing the effectiveness of formal awards as motivational tools. Conversely, opinions are divided on the impact of increased office size and necessary work accessories, reflecting variability in environmental factors' influence. Symbolic recognition, such as plaques, has a less consistent impact, and while compliments can be motivating, their effect varies among employees. Overall acknowledgment of performance is present but could be improved. The correlation analysis indicates that recognition alone accounts for only a small fraction of performance variance, emphasizing the need for a broader performance management approach.

5.2.2 Effect of Responsibility on Employee Performance in Northern Division

Responsibility influences employee performance in varied ways. Involvement in planning and implementation is generally seen as significant, aligning with research on the benefits of employee engagement. Employees also feel appreciated through involvement, contributing to their motivation and sense of belonging. However, there is variability in perceptions regarding decision-making involvement, suggesting a need for more structured decision-making processes. The correlation analysis shows a weak positive relationship between responsibility and performance, indicating that responsibility alone does not significantly account for performance variations.

5.2.3 Effect of Personal Growth on Employee Performance in Northern Division

Personal growth opportunities, such as training and promotions, have a notable impact on employee performance. Employees generally feel supported in their training needs and recognize the availability of development opportunities. However, there are inconsistencies in the encouragement to attend training, which may affect engagement. Satisfaction with training and promotional opportunities contributes to positive performance outcomes. While there is a

moderate positive correlation between personal growth and performance, personal growth alone explains only a small portion of performance variance, suggesting that multiple factors influence employee performance.

5.3 Recommendations

5.3.1 Effect of Recognition on Employee Performance in Northern Division

Given the mixed effects of recognition on employee performance, it is recommended to enhance the effectiveness of recognition programs. While formal awards, such as certificates, are highly motivating, there is a need to address the variability in the impact of environmental factors like office size and work accessories. Organizations should ensure that symbolic recognition, such as plaques, and verbal acknowledgments are consistently applied and tailored to individual preferences. Additionally, improving the overall acknowledgment of performance could enhance its motivational impact. A more comprehensive performance management approach that integrates various forms of recognition and addresses individual preferences will likely lead to more significant improvements in employee performance.

5.3.2 Effect of Responsibility on Employee Performance in Northern Division

To better leverage the impact of responsibility on employee performance, it is important to foster greater involvement in planning and decision-making processes. Organizations should focus on creating structured decision-making frameworks to ensure that all employees feel valued and included. Efforts should be made to enhance employees' sense of belonging and appreciation through increased responsibility. This could involve clearly defining roles and responsibilities, providing opportunities for employees to contribute to decision-making, and recognizing their contributions. By doing so, organizations can potentially improve employee performance and engagement.

5.3.3 Effect of Personal Growth on Employee Performance in Northern Division

To maximize the benefits of personal growth opportunities on employee performance, organizations should ensure that training and promotional opportunities are consistently provided and effectively communicated. Addressing inconsistencies in encouragement to attend training can enhance employee engagement and satisfaction. Investing in comprehensive development programs and clear career advancement pathways will contribute to improved performance

outcomes. While personal growth has a moderate impact on performance, it is crucial to recognize that other factors also play significant roles. Therefore, a holistic approach that includes personal growth alongside other motivational and performance-enhancing strategies will be more effective in driving overall employee performance.

5.4 Contribution of the study

This study provides valuable insights into the factors influencing employee performance in Northern Division, highlighting the nuanced effects of recognition, responsibility, and personal growth. By examining the impact of recognition, the study underscores the importance of varied motivational tools, such as formal awards and symbolic recognition, while revealing the need for a more comprehensive approach to performance management. The investigation into responsibility illustrates the benefits of employee involvement in planning and decision-making, advocating for more structured processes to enhance engagement and performance. Additionally, the study emphasizes the role of personal growth opportunities, such as training and promotions, in improving employee performance, while acknowledging that these factors alone account for only a portion of performance variance. Overall, the study contributes to a deeper understanding of how different elements affect employee performance and provides actionable recommendations for creating more effective and supportive work environments.

5.5 Areas for further research

This study opens several avenues for further research to build on its findings and address existing gaps. Firstly, exploring the impact of recognition in more detail, including the effectiveness of various types of recognition and how they interact with individual employee needs and preferences, could provide deeper insights into optimizing motivational strategies. Additionally, examining the role of environmental factors, such as office design and resource adequacy, in more diverse settings could help understand their broader impact on employee performance. Research could also benefit from investigating how different forms of responsibility and decision-making involvement affect performance across various organizational levels and types. Lastly, expanding the study to consider additional personal growth factors, such as mentorship programs and career development planning, and their combined effects with other variables on employee performance

could offer a more comprehensive view. This approach would help organizations tailor their strategies more effectively to enhance employee engagement and productivity.

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APPENDICES

Appendix I: Questionnaire

Dear respondent;

I am Neumbe Mercy, a student of Uganda Christian University carrying out research on the topic “Work Life Balance And Employee Performance In City Councils: A Case of Northern City Division” as a partial fulfillment for the award of bachelor’s degree in Business Administration .The questionnaire is designed to help me collect relevant information and therefore I kindly request you to participate in responding to the questions that will be asked .However the information given will be treated confidential and will only be used for academic purpose.

Thank you

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 ☐ d) 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 ☐

For the following Section B, C & D: Please tick the appropriate box corresponding to a particular question. The abbreviations to the right hand corner of the questionnaire mean: SD-Strongly Disagree-Undecided-Agree-A and Strongly Agree-SA

SECTION B:Employee Performance		SD	D	NS	A	SA
		(1)	(2)	(3)	(4)	(5)
1	I attend duty regularly					
2	My attendance is valued by Northern division					
3	I meet my deadlines					
4	Northern division enables me to meet my deadline					
5	I complete my tasks on time					
6	Northern division enables me to complete my tasks on time					
7	I work beyond normal working hours					
8	I work long hours voluntarily					
SECTION C:Recognition						
9	Certificate given by Northern division enables me to work hard.					
10	Increase in office size enables me to perform my duty well.					
11	The Northern division provides me with all the necessary accessories needed for my work					
12	Plagues given by Northern division enable me to perform well.					
13	I am complimented by Northern division for good performance.					
14	The organization acknowledges my performance					
15	I received praise for good performance in Mukono district					
16	I am recognized by Northern division for my performance					
17	The task I do enables me to like my job					

18	Improved work condition at Northern division enables me to work well					
19	Northern division gives me freedom to do my personal work					
	SECTIONC: Responsibility					
20	. I am involved in planning and implementation of activities in Mukono district					
21	Being involved in planning and implementation of the activities enables me to perform well.					
22	Northern division values my involvement in planning and implementation of the activities					
23	Involvement in planning and implementation of activities makes me feel I am part of Northern division					
24	I participate in all decision making in Mukono district					
25	Northern division values my contribution in decision making					
26	I am consulted whenever decision is being made					
27	I feel happy when I participate in decision making					
28	There is a regular follow up on budget plans by the budget committee					
	SECTIOND: Personal Growth					
29	Mukono district embraces my training needs					
30	I have training opportunities in Mukono district					
31	I am encouraged to attend training in Mukono district					
32	I am happy with training opportunities in Mukono district					
33	I have a promotional opportunities in Mukono district					
34	I can be promoted whenever there is a vacancy					
35	Mukono district values my promotion					
36	I am happy with promotional opportunities in Mukono district					

Appendix II: Interview Guide

1. How does Northern division enable the staffs to attend duty regularly
2. How does Northern division value the attendance of staffs?
3. How are the staffs of Northern division supported to meet their deadline?
4. How does Northern division enable the staff to meet their deadline?
5. How does Northern division make staffs to complete their task on time?
6. How does Northern division enable the staffs to complete their tasks in time?
7. What makes the staffs of Northern division to work beyond the normal working hours?
8. How does Northern division value the working hours of staffs?
9. How does certificate given by Northern division enable the staff to work hard?
10. How are the staffs of Northern division provided with increase in office size to enable them perform their duty well?
11. How are the staffs of Northern division provided with all the necessary accessories needed for their work?
12. How do plagues given by Northern division enable the staffs to perform well?

Appendix iii: Acceptance letter

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

BUSINESS DEPARTMENT

To THE TOWN CLERK
NORTHERN CITY DIVISION

Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs. /Miss. NEUMBE MERCY
Of Registration Number; W122/MVC/BBA 1027 pursuing a Masters'
Degree/Postgraduate Diploma / Bachelor's Degree
BACHELOR'S DEGREE IN BUSINESS ADMINISTRATION
He/ she is required to carry out an academic research on the topic
WORK LIFE BALANCE AND EMPLOYEE PERFORMANCE
IN MBALE CITY NORTHERN DIVISION
and thereafter produce a well bound hard cover research report (MAROON) in color for
undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for
the award of a degree/diploma in the academic discipline that he / she is pursuing.

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


HEAD OF DEPTMENT BUSINESS UCU-MUC
Henry Omache Ogachi

Permission granted
Wello





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