

**THE IMPACT OF EMPLOYEE ENGAGEMENTS ON ORGANIZATIONAL
PERFORMANCE :A CASE STUDY OF MUKONO DISTRICT LOCAL
GOVERNMENT**

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**UGANDA CHRISTIAN
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DECLARATION

I, BUKENYA PATRICK MICHAEL hereby declare that this research report is my own original work and has never been submitted to any other institution for any academic award.

Signature:

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APPROVAL

This is to certify that this research report has been written by BUKENYA PATRICK MICHAEL under my supervision and is submitted for examination with my approval as the Academic Supervisor.

Signature:

A handwritten signature in black ink, appearing to read 'MUGANGA', written over a circular stamp or mark.

Date: 2th October, 2024

DR. CHRIS MUGANGA

DEDICATION

This dissertation is dedicated to my parents, Mr Byamungu Charles and Mrs Irene Byamungu who have relentlessly been a driving force in my entire education. This also dedicated to all colleagues and my academic supervisor that played a big part in my academic journey. I am very grateful. May the almighty God bless each of them abundantly.

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I thank the Almighty God for the wisdom and courage that enabled me to complete this research. I extend my sincere gratitude to the respondent to this research who allowed to take time to participate in this study, the information provided helped make this study a success.

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Abstract

This chapter introduced the background of the study, general objective of the study, the problem statement, research questions, scope of the study, the conceptual framework, and significance of the study in the long run.

This chapter presented the review of other scholars on the study and as well it specifically talked about the review of the specific objectives of the study in the long run.

This section will comprise of the research design, area of the study, study population, sample size determination, sample selection, sources of data, data collection instruments, procedure of data collection, data quality control, data processing and analysis and ethical consideration.

This chapter consists of data presentation, analysis and interpretation of the findings on the themes of the study

This study presented the summary of the findings and as well talked about the conclusion of the study and in the long run lastly it talked about the recommendation of the study.

CHAPTER ONE

INTRODUCTION

1.1. Introduction

This chapter introduced the background of the study, general objective of the study, the problem statement, research questions, scope of the study, the conceptual framework, and significance of the study in the long run.

1.2. Background of the study

Here, the motivational activities incorporate employees' engagement that is intended towards motivating people to work enthusiastically and to achieve the organizational objectives. Kahn, 1990, p. 694. Here, it is quite pertinent to maintain the employees' motivation for working hard, completing the tasks with fullest dedication, as well as accomplishing the goals. There are studies that indicate though employee engagement is a relatively new concept, there isn't a consistent definition for it. No one standard word is used universally in describing employee involvement. Some of the facets of employee involvement include a link between the worker and the company, the sense of belonging that workers have to both their job and employer, and even where the workers' leadership is seen as the primary motivational factor to get things done in a quicker and more successful way. In this period of expansion, businesses are making every effort to invest and reduce costs in order to gain a competitive advantage. Based on current research, human resources constitute the "soft core" of the company and are a major influence in its development. From this, the notion of employee engagement has emerged. In order to achieve long-term benefits, organisations typically place a strong emphasis on financial factors such as earnings and accounting returns. Financial benefits are seen as the true indicators of organizational growth and development, and this ignores the fact that these benefits are directly related to employee performance. As a result, maintaining employee satisfaction is crucial to the success of the organisation.

Employee engagement has been a concern shared by both researchers and managers during recent decades (Wollard and Shuck, 2011). The degree of employee involvement with the company's activities might identify the success or failure of a company. On the other hand, empirical data show that successful employment, as a means of employee involvement, enhances motivation, dexterity, and inventiveness among employees (Hakanen and Schaufeli, 2012; Bakker and Demerouti, 2012; Slatten and Mehmetoglu, 2011). According to Robison (2007), an "engaged employee works with energy, passion and feeling of relatedness to his or her organisation and the people in it". A disengaged employee only works for survival and rarely contributes to the success of the company. Although they report to work regularly, with even proper timing, their performance in most cases is unproductive and sometimes counteractive. Employee absenteeism is on the increase, and income production suffers when employees are not engaged. Low engagement of employees has its toll on income production.

Most of the studies done to date support the pros and cons regarding employee engagement for productivity. Sathe, 2017, says employee engagement is dependent on such aspects as the culture of the organization itself, promotion and firing, posting employees to tasks that are not compatible with their personality/character, lack of opportunities for employee growth, and lack of involvement in decision-making processes. It is, therefore, the responsibility of the managers to do everything humanly possible to maximize the level of employee engagement for the sake of their companies. Employee disengagement can lead to a high staff turnover ratio that can impact customer satisfaction, organizational performance, and the motivation of the remaining workforce. According to Meyer, 2013, employee engagement is a big issue at work because of the big gap between the managers and staff. This is the reason for managers to downplay the importance of employee's engagement and the need to create a favorable working environment. According to the provided results of the global study, 3 out of 4 employees are engaged said by Right Management, 2009.

Relatively recently, employee engagement has made a big splash in the management world. The sum of all peoples' behaviours at work is what is called as employee engagement. Belief in organisation, a good wish to improve things, knowledge of

corporate environment, respect and support for others, and a wish to pick up new skills are the characteristics of these kinds of behaviours. The level of employee engagement is the determining factor in key outcomes like sales, customer happiness, innovation, and staff turnover. An organisation workforce with high levels of employee engagement can achieve competitive advantage and be differentiated for a long period. Managers agree that contemporary company demands more efficiency and productivity compared to the old times. Organisations make an effort to boost their efficiency in order to win the competitive advantage over its competitors. A satisfied and happy workforce that desired to continue with an organization brought about workforce stability and productivity, hence once upon a time, happy staff pleased with the working experience was an excellent equation for success, Sanchez and McCauley, 2006. However, these were the good old days. In today's globalized and intensely competitive corporate world, having contented and dependable staff is just not adequate to produce the expected business results. For example, Employee satisfaction may enable them to execute work requirements, but it will not result in improved performance.

1.3. Problem statement

Employee engagement is a burning issue that both academic researchers and corporate entrepreneurs focus on in today's business climate. Any organization needs to create an environment where maximum potential of each worker comes into play. Unless the managers get this, they cannot make effective organizational plans. Employee engagement, however, is not properly facilitated in most organisations, as observed by Juan 2020. In such cases, a business loses from 5 percent to 15 percent of sales revenue. It, therefore, follows that the formal management system of employee engagement is an important tool that contributes to the prosperity and growth of an organization.

At the local governments of the district, priorities are being delivered regarding the provision of public services and developing the region. There are issues of productivity, motivation, and employee engagement in many district headquarters. Some of the consequences resulting from low employee engagement include lower job satisfaction, higher turnover, and lower effectiveness of the organization. The level of employee engagement is, therefore, a core area in the performance of organizations.

Although the district local governments play a very important role in the delivery of public services and in the development of local governments, a large proportion of staff at these headquarters have low motivation, commitment, and productivity levels, thereby compromising service delivery and translating into poor organizational performance. Based on this fact, the researcher chose to focus on the level of employee engagement in establishing its effect on performance in the local government of Mukono District.

1.4. Objectives of the study

1.4.1. General objectives of the study

The general objective of the study is to explore the effect of employee engagement on organizational performance in Mukono district local government.

1.4.2. Specific objectives of the study

- a)** To investigate the impact of leadership empowerment on employee engagement and organizational performance in Mukono district local government.
- b)** To assess the effect of communication channels on employee engagement and organizational performance in Mukono district local government.
- c)** To find out the effect of career development on employee engagement on organisational performance in Mukono district local government.

1.5. Research questions

- a)** What is the impact of leadership empowerment on employee engagement and organizational performance in Mukono district local government?
- b)** What is the effect of communication channels on employee engagement and organizational performance in Mukono district local government?
- c)** What is the effect of career development on employee engagement on organisational performance in Mukono district local government?

1.6. Scope of the study

The scope of the study will be comprised of the content scope, geographical scope and time scope as follows: -

1.6.1. Content scope

The study will be concerned about employee engagement in terms of the organizational performance of the organization. The study will be based on analyzing the impact of employee engagement on productivity, the effect of employee engagement on customer satisfaction, and the effects of employee engagement on turnover intention. It shall consider employee engagement as an independent variable while the organizational performance of the organization is a dependent variable.

1.6.2. Geographical scope

The study will be conducted in Mukono District Local Government in Central Uganda, Buganda Region. Mukono District Local Government is located just 37Km away from Kampala, the capital city of Uganda. It was purposively chosen as a case study because it has been experiencing complaints related to failure to comply with procurement regulations and procedures for quite long time, thus helped the researcher to get a crucial data about the study problem.

1.6.3. Time scope

The study will therefore focus on Mukono District Local Government financial performance reports and compliance in Mukono District Local Government for the last 5 years, 2018-2023; this is the time when Mukono District Local Government has reported to have experienced complaints related to failure to comply with internal auditing. This study was carried out during a period of five months, enabling the researcher to carry out research on a detailed matter.

1.7. Justification of the study

Internal auditing is an area new enough in the history of auditing. Its growth parallels the evolution of politics and public administration from one-dimensional focus on control of inputs (resource) towards broader attention to accountability for outputs and outcomes. On the audit side, new public management has influenced development of the audit (Eyaa and Oluka, 2015). This evolution of auditing represents both: a means by which audit can continue to be relevant and a move towards fulfilling accountability role in governance. However, financial mismanagement and less value for money had remained a challenge in the districts in Uganda, which explains the reason for this study.

1.8. Significance of the study

The results of the study will be of value to the following;

To the researcher, the study would lead the researcher in obtaining a Degree of Bachelor of Science in human resource management of Uganda Christian University since it is one of the prerequisites for the award.

To future researcher, it would help them to form part of their reference material in the same or related research field. It is to widen the scope of understanding of internal auditing and the financial performance in an organization; this would enrich the body of existing knowledge and literature about the internal auditing and financial performance aspect.

Its findings would help the researcher to fully understand the underlying concepts of field research very well including; data collection, information compiling and gathering, and analysis skills. After gaining such skills, the researcher would ably carry out business research related activities both on work and in personal consultancies.

To policy makers, its findings would act as a benchmark to the Mukono District Local Government which will be provided with crucial data about the internal auditing and financial performance in an organization, and perhaps suggest possible solutions to the

problem. This would be achieved by using the study's conclusions and recommendations as a case of reference necessary in identifying the potential gaps.

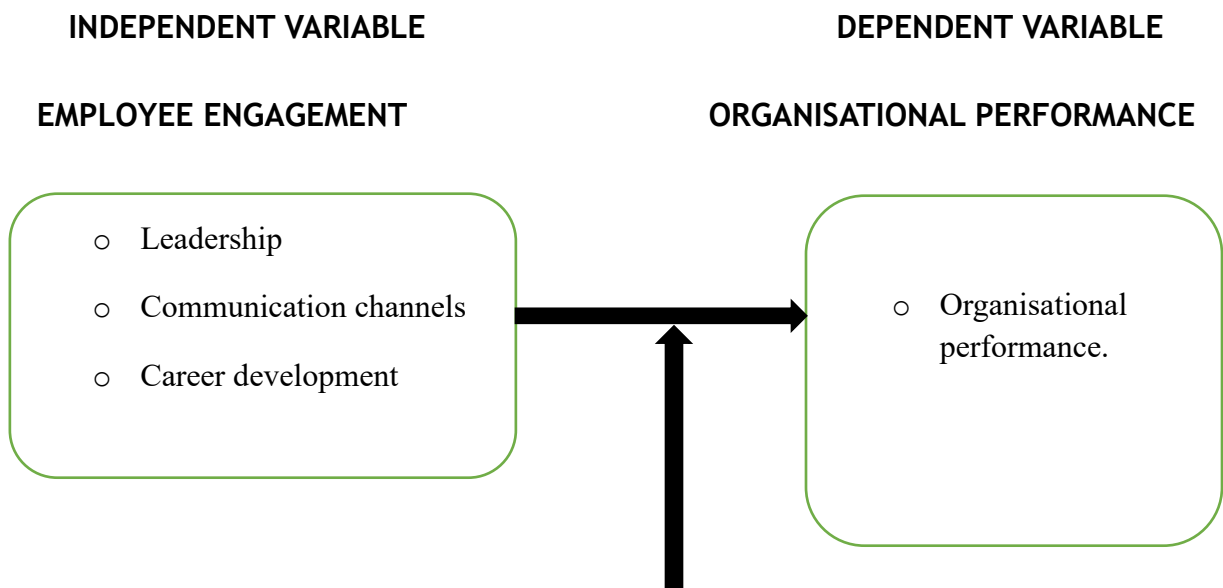
Contributing to the increased body of knowledge and skills in the realms of internal auditing and to the contribution to the financial performance, ethical and compliant procurement practices at district level. By using the recommendations PPRA could find the importance of providing knowledge of the Act to the suppliers so as to reach the objective of value for money.

The study would increase on the existing literature on internal auditing and financial performance in Mukono District Local Government, Uganda where little research has been done, hence creating more knowledge and information to future researchers and academicians.

1.9. Conceptual framework

Kombo and Trompo (2006) define a conceptual framework as a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. The study will be based on a conceptual framework as illustrated in figure 1 below: -

Figure 1: Conceptual Framework



Intervening variables

- Task significance
- Work life balance

Source: Adapted Modified by the researcher from ErajessvariePillay and Singh (2018)

Description of the conceptual framework

Figure 1: In this context, employee engagements act as the independent variable, Leadership, Communication channels and career development. It serves as a tool to provide assurance on operational effectiveness and goal achievement. Organizational performance as the dependent. Thus, the mediating variables are task significance and work life balance.

CHAPTER TWO

LITREATURE REVIEW

2.0. Introduction

This chapter presented the review of other scholars on the study and as well it specifically talked about the review of the specific objectives of the study in the long run.

2.1. Empirical review of the specific objectives

2.1.1. The effect of communication channels on employee engagement and organizational performance

Clear-cut communication channels can lead to effective employee engagement and organizational performance. It has been viewed that open and transparent communication influences work atmosphere positively; thus, employees become more satisfied and committed. Communication channels that allow feedback and active listening may bring about employee motivation and engagement. Effective communication also leads to increasing employee trust in jobs and organizational commitment.

Digital channels of communication, like social media and intranet facilities, can enable employee participation and enable organizational performance. Digital channels enable the facility of fast sharing of information, easy communication, and great networking opportunities, thus creating more involvement in or participation by employees. Moreover, knowledge can be shared, innovation can be done, and development can be made through digital means of communication. Digital channels of communication can enhance the engagement, motivation, and job satisfaction of the employees. Leader-

member exchange can be facilitated by digital channels of communication that can enhance the performance outcomes of employees in terms of their engagement. Digital communication channels can also facilitate feedback, coaching, and employee development. Moreover, the digital communication channels enhance employee retention, productivity, and job performance at work. Digital communication channels further promote resolution of conflict, well-being of staff, and success of an organization. These digital communication channels encourage participation and involvement of employees leading to their engagement and motivation. Digital communication channels also build trust, job satisfaction, and commitment towards an organization among the employees.

According to Bass (1985), leadership communication significantly influences employee engagement and organizational performance. Appropriate communication by the transformational leader inspires and motivates the workers thus enhancing job satisfaction and organizational commitment. Leadership communication may provide feedback, coaching and employee development according to Hall & Wotruba 2020. Effective leadership communication also enhances employee trust, job satisfaction, and organizational commitment according to Dirks & Ferrin 2001. It also helps in the leader-member exchange of ideas and thus allows employee engagement and performance outcomes to further improve by incorporating the interaction between leaders and subordinates. The leaders influence knowledge sharing, collaboration, and innovation through their methods of communication. In addition, it may help in retaining the employees who perform well and are productive at work. Success can be achieved as a result of effective leadership communication due to its efficiency in conflict resolution and promoting employee well-being

The quality of communication channels affects employee engagement and organizational performance. High-quality communication channels, marked by clarity, accuracy, and timely communication, build the trust and satisfaction of employees. High-quality communication channels enable feedback, coaching, and employee development. Knowledge sharing, collaboration, and innovation are also facilitated by high-quality communication channels. Additionally, high-quality communication

channels may enable retention among employees and enhance their productivity and job performance. Buckingham and Goodall argue that high-quality channels of communications allow for conflict resolution, well-being of the employees, and the success of an organization. Such high-quality communication channels may enable employee participation and involvement in implementing increased employee engagement and motivation. Gallagher and Sverke also suggest that the quality of communication channels enhances engagement, motivation, and job satisfaction among employees.

Other researchers also referred to the fact that social media can enhance both employee and organizational performance. Social media is the means by which one can share knowledge, collaborate efforts, or innovate procedures, which in turn signifies more employee involvement and participation. It is also easy to improve employee motivation, engagement, and job satisfaction through social media. On the other hand, if not appropriately utilized, social media may also negatively impact employee engagement and organizational performance. This assertion is confirmed by Kaplan & Haenlein (2010).

Additionally, healthy communication channels may ensure conflict resolution and employee well-being in pursuit of organizational success. Conflict resolution is important for continuation of good relations among employees for good organizational performance. In addition, the well-being of an employee may be considered crucial in terms of a general employee's engagement, motivation, and job satisfaction. The channels of effective communication may also facilitate effectively the leading employee participation and involvement to improved employee engagement and motivation.

In short, effective communication channels help to facilitate employee outcomes and organizational performance. There should be different forms of communication channels to create openness of communication, feedback, and collaboration to influence employee outcomes and the success of an organization. According to Welch & Jackson, 2007, it improves the employee's outcomes along with enhancing the success of an organization. The effective flow of communication will also facilitate the

knowledge sharing, innovation, and development in employees. Moreover, good channels of communication may also lead to increased employee trust in their leaders and job satisfaction as well as their commitment to the organization, based on the work of Dirks & Ferrin, 2001. Effective communication channels may further lead to better LMX and increase employee performance and engagement, based on Graen & Uhl-Bien, 1995.

2.1.2. The impact of leadership empowerment on employee engagement and organizational performance

It thereby has a consequence on employee engagement and organizational performance as a whole. The empowering style of leadership, such as transformational leadership, may amply empower employees, raising their level of motivation and job satisfaction accordingly. Besides, empowering leadership can enable employee participation, involvement, and commitment, which enhance organizational performance, too. Empowerment leadership should also foster an enabling work environment: one supported by trusting and respectful relationships and open communication. In due course, this could give rise to employee commitment and organizational excellence at large. The capacity of empowering leadership to widen the self-efficacy, autonomy, and responsibility of employees will likely serve to raise job performance and overall organizational outcomes. As such, empowering leadership allows knowledge sharing, innovation, and creativity among organizational members, which, according to the study of Kane and Alavi, leads to better organizational performance and competitiveness. Further, Huang & Lun added it improves employee retention, productivity and job satisfaction. According to the report of Eisenberger et al. in 2010, empowering leadership supports conflict resolution, well-being of employees, and succeeds in organizations. Moreover, it can also lead to increased trust of employees, job satisfaction, and commitment to the organization. Empowering leadership may also facilitate LMX and lead to increased employee engagement and performance outcomes. Overall, empowering leadership is crucial in increasing employee engagement and improving organizational performance.

These factors include a cultural and contextual influence of leadership empowerment on employee engagement and organizational performance. For example, empowering leadership may prove to be most effective within an individualistic culture where the aspects of autonomy and independence are appreciated by the employees a great deal. Also, the leadership empowering principle may work better in organizations with a very strong learning culture where employees are given ample opportunity for training and developing new skills. The effectiveness of the empowering approach to leadership could also be founded on the existence of a positive work environment within the organization, with the basis consisting of trust, respect, and open communication. Additionally, it can also be more effective in organizations that place a high level of importance on employee growth and development. In this respect, employees are in a better position to participate and be involved in the organization with higher and increased performance and competitiveness. Empowering leadership is thus likely to lead to an increased retention of employees, their productivity, and job satisfaction. Empowering leadership can also play a catalyst role in conflict resolution, employee well-being, and organizational success there. We go by Eisenberger et al. (2010), who argue that empowering leadership has a significant impact on employee engagement and organizational performance. Their empowerment practice can bring about the leader's subordinates into engagement, motivation, or job satisfaction. As Bass (1985) has indicated, empowering leadership styles like transformational leadership are thus considered beneficial in enhancing employee engagement. Furthermore, empowering leadership is able to facilitate employee participation, involvement, and commitment. According to Huang & Lun (2006), this results in better organizational performance. Empowerment may inspire a positive work environment that embraces trust, respect, and open communication. In this case, employee engagement may also be ignited for greater organizational success.

On the other hand, an empowering leadership style can help augment self-efficacy, autonomy, and responsibility among employees, hence potentially fostering favorable impacts on job performance and organizational results. Empowering leadership has also been said to facilitate the exploitation of knowledge, innovation, and creativity in

different organizations, thus yielding various performances and competitiveness. While empowering leadership, if not applied correctly, also leads to negative outcomes such as increased stress and workload.

However, today, the cultural and contextual contingencies are being used to moderate the impact of empowering leadership on employee engagement and organizational performance. For example, Huang and Lun explain how, in an individualistic culture, empowering leadership would be highly effective since empowering employees means providing them with greater self-determination and autonomy, which employees from these cultures value especially highly. Empowering leadership can also be highly effective within an organization that maintains a high level of learning culture where employees are encouraged to learn and acquire new skills.

On the other hand, poorly executed empowering leadership can be related to drawbacks like rising stress and workload (Kahn & Rosenfield, 1992). Furthermore, in states of high uncertainty or change for instance, empowering leadership cannot be effectively applied (Huang & Lun, 2006). This form of leadership may also require significant transformation in a company's culture and structure; thus, implementing the changes may be pretty cumbersome and complicated (Senge, 1990). On the other hand, employee development and training by empowering leadership can be very expensive, and it may need huge investments as stated by Gist & Mitchell, 1992. However, the positive impacts of empowering leadership on employee and organizational performances are believed to outweigh the costs by Conger & Kanungo, 1988.

Moreover, empowering leadership can also encourage creativity and innovation of employees in a workplace environment. With stronger empowerment, employees are likely to be more risk-taking and explore new ideas, leading to more innovative and creative behavior on their part. The leadership that empowers may also result in the increased sharing of knowledge and collaboration, therefore leading to more

organizational learning as well as innovation. However, this kind of leadership can also heighten conflict or even some resistance to change if managed poorly.

Additionally, empowering leadership may influence the employee in several aspects such as job satisfaction, reduced stress, and appropriate balance of work-life, which will, in turn, help in improving the overall well-being and quality of life of the employee. According to Eisenberger et al., 2010, Huang & Lun, 2006, a positive feeling among employees induces them to generate self-confidence, self-determination, self-efficacy, and strength to perform well in their workplace. As a result of employee empowerment, there is a high probability that the employees will be committed to retaining themselves in the organization for which the leader valued and empowered them. Thus, employee retention and reduced turnover are possible based on this type of leadership. Gist & Mitchell, 1992.

Overall, the literature suggests that empowering leadership has a positive impact on employee engagement, organizational performance, creativity, innovation, and employee wellbeing. Empowering leadership, if not regulated well, can lead to an increase in stress and conflict.

It would also ensure increased organizational adaptability and resilience. With empowerment, employees will be more proactive, will adapt easily; this leads to an increase in the ability of the organization to cope with changing environments. The leadership that empowers might enable the firm to learn as well as managing organizational knowledge; it would lead to an increase in innovation and competitiveness.

Besides that, it will have an effect on organizational culture and climate as well. Empowerment enables them to develop more trust and respect, allows open communication; all these enables a healthy organizational culture and climate. All in all, empowering leadership may be translated into more organizational citizenship behaviors such as volunteering and helping others, leading to enabling organizational culture and climate.

Generally, the literature indicates that empowering leadership will have positive influences on employee engagement, organizational performances, creativity, innovation, employee well-being, organizational adaptability, resilience, culture, and climate. On the contrary, if poorly managed, the probable negative influences of empowering leadership are increased stress and conflict.

Empowering leadership will finally lead to an increase in motivation and job satisfaction among the employees. When employees feel empowered, there is a high probability that they will experience high states of autonomy, competence, and relatedness. Empowering leadership can further grant employees the opportunity to experience a sense of meaningful work, which, in turn, will increase their organizational commitment and lower their turnover. Employee creativity and innovation are enhanced by empowering employees. Empowering leaders also promote knowledge sharing and collaboration, which enhance organizational learning and innovation. This, in turn, can also lead to increasing well-being and quality of life for employees. Empowering leadership could also let an organization be more responsive and resilient in the face of challenges. Empowering leadership can facilitate organizational learning and knowledge management, hence developing the innovative and competitive capabilities of an organization. Thus, empowerment leadership can also lead to increased states of organizational citizenship behavior, including volunteering and helping others. In addition, the empowering leader may facilitate positive organization culture and climate. Overall, numerous benefits of empowering leadership for employees and organizations exist.

Empowering leadership can also contribute to increasing the self-efficacy and confidence of the employees concerned. This is because an empowered work group is likely to experience an increase in autonomous competence, thus giving rise to increased self-efficacy and confidence in the process. Moreover, empowering leadership

has a tendency to facilitate employee engagement, thus giving rise to an increment in organizational commitment and a reduction in turnover.

Empowering leadership can lead to a more creative and innovative performance from employees through an extended field for developing employee ideas and skills. It leads to knowledge and information sharing, which increases organizational knowledge and innovation. Empowering leadership is crucial for higher well-being and better quality of life among the employees. Empowerment leadership enables an organization to be adaptive and resistant. Second, empowering leadership can enable organizational learning and knowledge management for improving organizational innovation and competitiveness. Empowering leadership can be employed for organizational citizenship behavior such as volunteering to help others. In addition, empowering leadership enables positive organizational culture and climate.

Empowering leadership may facilitate organizational innovation and competitiveness indirectly. For example, when subordinates are empowered, they are well-placed to experience greater levels of autonomy and competence, which, in turn, make them innovative and competitive in their outlook. In addition, empowering leadership can foster engagement by employees, which has been linked with greater organizational commitment and reduced turnover. Empowerment leadership can also lead to a rise in creativity and innovation in employees. A facilitator of key knowledge sharing and collaboration, empowering leadership thus enhances organizational learning and innovation. Additionally, such empowering leadership increases the well-being and quality of life of employees. Empowerment leadership can also result in increased adaptability and resilience at an organizational level. Furthermore, empowering leadership can facilitate organizational learning and knowledge management to enable greater innovation and competitiveness within organizations. Indeed, it can also create citizenship behaviors involving voluntary and helping others acts. Empowering leadership can foster positive organizational culture and climate. Overall, empowering leadership serves a range of benefits to employees and organizations.

Empowerment leadership has also been found to enhance employee retention and reduce the turnover rate. For example, when employees are empowered, they develop a sense of job satisfaction and commitment, which in turn, increases retention and reduces turnover. On the other hand, empowering leadership may provide the avenues through which employees could engage in their job and, as such, enhance organizational commitment and hence decrease turnover. The empowering leadership style is also likely to encourage employee creativity and innovation. As Amabile, 1988 states, the empowering leader may stimulate knowledge-sharing and collaboration that enhance organizational learning and innovative capability. The style will also lead to enhanced well-being and the quality of life of the employees. Empowering leadership styles result in increased adaptability and resilience in the organization. More importantly, through the facilitation of organizational learning and knowledge management brought about by empowering leadership, increased organizational innovation and competitiveness can result. Organizational citizenship behavior, such as volunteering and helping others, may also be augmented through the use of empowering leadership. Besides, empowering leadership will facilitate positive organizational culture and climate. Overall, empowering leadership benefits the employee and organization alike.

Empowering leadership also facilitates the potential for organizational learning and knowledge management to take place. Indeed, an empowering leader instills a sense of autonomy and competence in his or her followers. Increased autonomy and competence, according to many studies, lead to organizational learning and knowledge management. By the same virtue, an empowering leader may facilitate employee engagement, which in turn increases organizational commitment and reduces turnover. Empowering leadership has also been linked to promoting employee creativity and innovation ; it was also suggested that through the style of empowering leadership, knowledge can be shared and collaboration enhanced in order to benefit organizational learning and innovation. Besides, empowering leaders may have a positive impact on employees' well-being and quality of life. Empowering leadership has also been

suggested as a means to positively influence the adaptability and resilience of organizations. Moreover, through empowering leadership, there is the facilitation of organizational learning and knowledge management leading to increased organizational innovation and competitiveness. The empowering leadership can also lead to increased organizational citizenship behavior such as volunteering and helping other people. Besides, enabling leadership facilitates positive organizational culture and climate.

Empowering leadership could also result in increased organizational adaptability and resilience. With the empowering of employees, there is a rise in autonomy and competence, hence leading to increased adaptability and resilience at an organizational level. Also, through empowering leadership, engagement among employees might be facilitated, leading to increased organization commitment along with reduced turnover. Empowering leadership may also result in a rise in employee creativity and innovation. Moreover, this kind of leadership style might influence knowledge sharing and collaboration and, therefore enhance organizational learning and innovation accordingly. At the same time, the empowering approach may allow increasing well-being and quality of life for employees working in an organization. An empowering leadership style, therefore, can facilitate organizational learning and enhance knowledge management processes accordingly. Also, Kane & Alavi, 2007 added that enabling leadership can facilitate organizational learning and knowledge management for increased organizational innovation and competitiveness. Also, it can enable organizational citizenship behaviors such as volunteering and helping others. As described by Eisenberger et al. (2010), enabling leadership can also facilitate positive organizational culture and climate.

Empowerment leadership can also increase organizational citizenship behaviors, such as voluntary and helping behaviors. For the employees who have experienced empowerment, they can easily experience an increase in autonomy and competence, which further results in increased organizational citizenship behavior. Finally,

empowering leadership may facilitate employee engagement in a way that the employee elicits organizational commitment and decreases turnover. Empowering leadership can also lead to increased employee creativity and innovation because of the right to autonomy over thoughts and ideas. This may further nurture knowledge acquisition and sharing, as well as collaboration that might enhance organizational learning and eventual innovation by the organization. Besides, empowering leadership can also result in improved employee well-being and quality of life. Finally, empowering leadership can also lead to increased organizational adaptability and resilience. Such leaders can, in turn, enable the learning processes of organizations, know how to manage knowledge within their firms, and enable organizational innovation capabilities and competitiveness.

Thus, the effect of leadership empowerment is significant in terms of employee engagement and organizational performance. An empowering style of leadership, such as transformational leadership, may lead to an increase in employee engagement in work, motivation to work, and job satisfaction; hence, the output will be better organizational performance. However, negative effects can also emerge from empowering leadership, and its effect is culturally and contextually contingent.

2.1.3. The effect of career development on employee engagement on organisational performance

In summary, career development will go a long way in influencing employee engagement and organizational performance. In this regard, Aryee et al. (2016) noted that workers are more likely to be motivated and thus become more productive with higher performance when opportunities for growth and development are made available. Further, career development may affect employee retention and turnover levels in that workers are likely to remain with an organization that is investing in their growth and development. It can also result in employees being more creative and innovative because the workers will have a chance to get new skills and different perspectives. Moreover, career development may lead to more knowledge being shared or combined, which could result in more organizational learning and increased innovativeness. Career

development further can result in increasing quality of life or personal well-being as a result of an increase in job satisfaction and personal fulfillment. Besides, by allowing organizations to adapt better, and be resilient, employees will be more likely to build those skills and competencies that are needed for adaptation to continuously changing environments. As Sutcliffe & Vogus, 2003 supported on the development of skills and competencies needed to adapt to changing environments. In this respect, career development can enable organizational learning and knowledge management, thereby increasing organizational innovation and competitiveness. According to Kane & Alavi, 2007, the facilitation of organizational learning and knowledge management contributes to enhanced innovation and competitiveness of organizations. It also facilitates higher levels of organizational citizenship behavior in terms of volunteering and helping others. For example, it has been suggested that "perceived organizational support through career development may lead to a positive impact on organizational citizenship behavior" .

Other likely benefits of career development include increased employee self-efficacy and confidence because of the building of new skills and competencies. For example, Huang and lun report that when employees experience opportunities for growth and development, they are likely to have increased autonomy and competence and thus exhibit increased self-efficacy and confidence. This could also increase motivation and involvement of employees in their work, hence enhancing productivity and performance. Career development can develop the creativity and innovativeness of employees by acquiring new and various types of competencies and perspectives. In addition, career development may enable knowledge sharing and collaboration for more organizational learning and innovation. In addition, it may lead to improved well-being of employees and improved quality of life since the employees will feel satisfaction and fulfillment in their jobs as a result of career development. The training and development indeed provide employees with the necessary skills and competencies that would enable them to adapt to the rapidly changing environment, hence improving the resilience and adaptability of the organization against shocks and disruptions.

Second, career development can also facilitate organizational learning and knowledge management, which in turn leads to high levels of organizational innovation and competitiveness levels. In addition to that, career development can also improve the frequency of organizational citizenship behavior, like volunteering and helping others. It can also assist in the building process of positive organizational culture and climate.

In summary, career development will go a long way in influencing employee engagement and organizational performance. In this regard, Aryee et al. (2016) noted that workers are more likely to be motivated and thus become more productive with higher performance when opportunities for growth and development are made available. Further, career development may affect employee retention and turnover levels in that workers are likely to remain with an organization that is investing in their growth and development. It can also result in employees being more creative and innovative because the workers will have a chance to get new skills and different perspectives. Moreover, career development may lead to more knowledge being shared or combined, which could result in more organizational learning and increased innovativeness. Career development further can result in increasing quality of life or personal well-being as a result of an increase in job satisfaction and personal fulfillment. Besides, by allowing organizations to adapt better, and be resilient, employees will be more likely to build those skills and competencies that are needed for adaptation to continuously changing environments. As Sutcliffe & Vogus, 2003 supported on the development of skills and competencies needed to adapt to changing environments. In this respect, career development can enable organizational learning and knowledge management, thereby increasing organizational innovation and competitiveness. According to Kane & Alavi, 2007, the facilitation of organizational learning and knowledge management contributes to enhanced innovation and competitiveness of organizations. It also facilitates higher levels of organizational citizenship behavior in terms of volunteering and helping others. For example, it has been suggested that "perceived organizational support through career development may lead to a positive impact on organizational citizenship behavior" .

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interdependence of knowledge, hence leading to increased organizational learning and innovation. Career development may also bring increased self-efficacy and confidence due to the acquisition of new skills and competencies.

Increased growth and development would therefore ensure that employees can also experience an increase in autonomy and competence, hence increased self-efficacy and confidence. Particularly, career development encourages employee involvement and motivation that indirectly leads to productivity and performance with great strength. According to Chen et al. (2015), career development may encourage greater creativity and innovation among employees through certain motivation to acquire new outlooks and abilities. According to Senge (1990), career development may foster knowledge sharing and cooperation among people in an organization because of the inductions developed, hence creating organizational learning and innovation. Finally, career development may also affect enhancing quality of life and well-being in terms of the job satisfaction and fulfillment they get from their work. Furthermore, it may lead to a rise in the organizational adaptability and resilience since, through developing the required skills and competencies, they can adapt to the environmental changes. It can also facilitate organizational performances and effectiveness because employees can develop the required skills and competencies to make organizations successful in their own terms. Huang & Lun, 2006

Organizational performances and effectiveness are achieved when the employee with growth and development experience increased autonomy and competence. Gist & Mitchell, 1992.

Furthermore, career development may affect employee commitment and motivation, thus enhancing productivity and performance. According to Chen et al. (2015), career development gives employees the power of being more creative and innovative. Career development will lead to job satisfaction and fulfillment among employees because the

employees develop new competencies. The more opportunities for employee growth and development one has, the more autonomy and competence that come one's way, which in turn raise job satisfaction and fulfillment. "The more favorable the career development climate, the higher the probability that employees will enjoy autonomy and competence, which can in turn raise their job satisfaction and fulfillment," Huang & Lun say. Career development leads to more motivation among employees, hence increased engagement, productivity, and performance. Chen et al. have proposed that career development may stimulate employee creativity and innovation as employees learn new things and widen their horizons. Additionally, career development may elicit knowledge sharing and collaboration for better organizational learning and innovation outcomes. Besides, a far-reaching consequence of career development can be increased quality of life among employees due to enhanced work satisfaction and experienced fulfillment of their needs. While the goal of career development is usually taken as a personal asset, it will also bring organizational benefits: through career development, employees build the competencies and skills to adapt and be more resilient in a changing environment. Sutcliffe & Vogus, 2003.

CHAPTER THREE:

RESEARCH METHODOLOGY

3.0 Introduction

This section will comprise of the research design, area of the study, study population, sample size determination, sample selection, sources of data, data collection instruments, procedure of data collection, data quality control, data processing and analysis and ethical consideration.

3.1 Research design

In conducting this study, the researcher will opt\ to use a case study. Case study research design was selected because different categories of respondents were studied. With a case study approach a variety of quantitative research methods would employ such as questionnaires. The quantitative data will be collected through the use of questionnaires. The case study often will involve simply interviewing what has happened to, or reconstructing 'the case history' of a single participant or group of individuals such as a district staff or a specific social group (McLeod, 2008).

3.2 Study population

The population of study will be including Frontline staff administrators, Managers, human resource personnels, all are contacts for the information in the study to make this study successful. The study population will be 60. They will consider to give the researcher valuable and professional views which made the findings more credible. Such respondents will be interviewed so as to get variety of views so as to make the study findings more reliable and comprehensive for the benefit of this society.

3.3 Sample size determination

The sample size will be 52 respondents, which included sixteen (16) Frontline staff administrators, twenty (20) Managers and sixteen (16) human resource personnels; all were contacted to obtain necessary information.

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

Where; N = Target population n = sample size e = level of significance

$$N = 60$$

$$e = 5\%$$

$$n = \frac{60}{1 + 60 \times (0.05)^2}$$

$$1 + 60 \times (0.05)^2$$

$$n = \frac{60}{1 + 60 \times 0.0025}$$

$$1 + 60 \times 0.0025$$

$$n = \frac{60}{1 + 0.15}$$

$$1 + 0.15$$

$$n = \frac{60}{1.15}$$

$$1.15$$

$$n = 52 \text{ respondents}$$

Table 1: Summary of Sample Size

Category	Target Population	Sample size	Sampling techniques
Frontline staff administrators	24	20	Purposive sampling
Managers	18	16	Purposive sampling
human resource personnels	18	16	Simple random sampling
Total	60	52	

3.4 Sampling techniques

Sampling is described by Sarantakos (1997) as the process of choosing the units of the target population which included in the study in such a way that the sample of selected elements to represent the population. For quantitative part, purposive sampling will be used to select Frontline staff administrators, top Managers and accountants from whom the researcher got specific information. These will purposively be selected because of their position and they will be interviewed from their place of work, and it helped to provide more of unbiased information. These respondents also will provide vital information on auditing and offer accurate results.

3.5 Sources of data

Both primary and secondary data will be used in this study. Primary and secondary data as envisaged will be collected by different methods that will explain hereunder. Due to its flexibility in data collection, the researcher will conduct a comprehensive assessment of the case unit, which will be Mukono district local government. The researcher will use interviews and questionnaires in which has a good position of getting data and/or

information in the first hand and therefore avoid second hand data and/or information that will have invalid study findings.

3.6 Data collection instruments

The study will use the following research instrument: -

3.6.1 Questionnaire

Tailored questionnaire (vide Questionnaire A and D) by focusing the research questions and capturing research objectives will be designed and used to collect respondents' perceptions. Questions will focus to assess the effect of employee engagement on organizational performance in Mukono district local government.

3.7 Measurement levels

The sound measurement level met the tests of validity and reliability. There will be four types of measurement levels namely, ordinal, nominal, ratio and interval (Kothari, 2013). The ordinal scale refers to ranking of the measure in order of importance. Nominal scale measures only terms of names or designation of discrete units or categories. Ordinal scales measures in terms of such value as more or less or larger or smaller but without specifying the size of the intervals. Interval scales measures in terms equal intervals or degrees of different, but with an arbitrary established zero point that doesn't represent anything of something. Ratio scales measures in terms of equal intervals and an absolute zero point. The nominal scale will use for gender and education level. The interval scale will use for period one has been in school. It is recognizable when you are asked to indicate your strength of feeling about a particular issue on a 5-1 rating scale. The five-point scale which included the following kinds of answers were used; 5 = Strongly Agree, 4= Agree 3=Undecided/neutral, 2=Disagree and 1= Strongly Disagree, and the respondents were asked to indicate their degree of agreement with the statements.

3.8 Procedure of data collection

Ethically, the researcher obtained a letter of introduction from the Research Coordinator, Faculty of Business and Administration of Uganda Christian University, to conduct research. Such a letter of permission was obtained in order for the researcher to carry out the study. The researcher will administer the questionnaires to frontline staff administrators, managers and human resource personells. This data will be collected in the year 2019 using questionnaires and interview guide. The researcher will also assure respondents that the study will be strictly academic and that utmost confidentiality will be observed. The data will be used in this study was anonymously coded and cannot therefore be traced back to individual respondents.

3.9 Quality/error control

The study will be guided by validity and reliability of research instruments as follows: -

3.9.1 Validity of instruments

McMillan & Schumacher (2006) stated that validity refers to the degree of congruence between the explanations of the phenomena and the realities of the world. The validity of the questionnaires will be determined by pre-testing the instruments. Pre-testing will help to estimate the time it took take to fill the questionnaires, relevancy of the questions, and accuracy of the questions in measuring the subject under study. Pretesting will be done by administering five (5) respondents within the study population but outside the sample. Questionnaires will also be scrutinized question by question and those deemed irrelevant will drop in the real data collection tool. Results from the field and opinion of the researcher will help to identify gaps and made modifications to the instrument. To ensure validity of the mentioned instrument, the researcher will ensure that questions or items in it conform to the study's objectives.

3.9.2 Reliability of instruments

According to Mugenda (2003) reliability is a measure of the degree to which a research instrument yields consistent results of the data after repeated trials. To ensure the

reliability of the instrument, the instrument first administered to the respondents who will outside the sampled Mukono DLG. The test was carried out on five key players' who were not part of the sample population to change on the questions as per the comments.

3.10 Data processing and analysis

Raw data will process into meaningful information. The process will involve editing, tabulation and analysis with a view of checking the completeness and accuracy of the information.

3.10.1 Editing

This will detect and eliminate errors that may occur. Only relevant, correct and crucial information will identify and used to draw conclusion.

3.10.2 Tabulation

Some data will present in table to enable analysis and identification of relationship between variables.

3.10.3 Quantitative data

Under this technique, data will analyze using statistical packages like Ms. Excel to generate frequencies and then the rate percentages will be calculated using the same package. This will be useful and would help in generating tables for easy presentation and interpretation of the study findings. This will be done by way of content analysis where field notes from the respective respondents will summarize in briefs on the daily basis. This will be necessitated by construction of summary sheets containing data in key variable sought. The analysis of the data will be made using the information given by the external and internal auditors, accountants and managers through questionnaires. The questionnaire will be in form of objective questions. Further, a sequential analysis will be under taken to provide much depth insight to the data collected, this will help in pointing out areas that require additional literature before finally compiling the final report.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

4.0 Introduction

This chapter consists of data presentation, analysis and interpretation of the findings on the themes of the study

4.1 Descriptive analysis

TABLE 4.1 SHOWS THE GENDER OF THE RESPONDENTS

Gender	Frequency	Percentage
male	30	57.69%
female	22	42.31%
Total	52	100%

Source: field data (2024)

Interpretation of the results from the table above

The findings from the study reveal that 57.69% of the respondents were male, 42.31% of the respondents were female. The findings from the study show that there are more men employed engaged in Mukono district local government compared to female

Table 4.3 shows the age bracket of the respondents

Gender	Frequency	Percentage
21 -30	29	55.77%
31-40 years	7	13.46%
50 and above	3	5.77%
Total	52	100%

Source: field data (2024)

Interpretation of the results from the table above

The findings from the reveal that 55.77% of the respondents were in the age bracket of 21-30 years, 13.46% of the respondents were in the age bracket 31-40 years, 5.77% of the respondents were 50 years and above. The findings from the study imply that the average age of the respondents in Mukono district local government is between 21-30 years at Mukono district local government.

Table 4.4 shows the education level of the respondents

Education level	Frequency	Percentage
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Primary	15	28.85%
Secondary	20	38.46%
Certificate	17	32.69%
Total	52	100%

Source: field data (2024)

Interpretation of the results from the table above

The findings from the study show that 28.85% of the respondents were primary holders, 38.46% of the respondents were secondary school holders, 32.69% of the respondents were certificate holders, the findings from the study imply that most of Mukono district local government respondents were secondary school holders because based on the study I am working upon I based on those individual that were qualified for the positions they were holding in the long run.

Table 4. 5 shows the Duration of working in the organisation of the respondents

Gender	Frequency	Percentage
5 years	29	55.77%
6-10 years	10	19.23%
10-15 years	7	13.46%

16-20 years	6	11.54%
Total	52	100%

Source: field data (2024)

Interpretation of the results from the table above

The findings from the reveal that 55.77% of the respondents were in the work duration of 5 years, 19.2% of the respondents were in work duration 6-10 years, 13.46% of the respondents were in the work duration of 10-15 years and lastly, 11.54% if the respondents were in the work duration of 16-20 years. The findings from the study imply that the work duration of the respondents of Mukono district local government were between 1-5 years.

4.2 THE EFFECT OF COMMUNICATION CHANNELS ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE

The study ascertained to examine The Effect of Communication Channels on Employee Engagement and Organizational Performance IN MUKONO DISTRICT LOCAL GOVERNMENT. The findings from the study are presented in the table below;

Table 4.6 shows THE EFFECT OF COMMUNICATION CHANNELS ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE IN MUKONO DISTRICT LOCAL GOVERNMENT

	Statement	SA (%)	A (%)	N (%)	D (%)	SD	St De	Mean
1	Effective communication channels ensure that employees clearly understand	38.5	34.6	15.4	3.8	7.7	1.23	4.04

	organizational goals, expectations, and policies, leading to increased engagement and productivity.							
2	Communication channels facilitate collaboration and teamwork among employees, departments, and leadership, driving innovation, creativity, and better decision-making.	42.3	36.5	11.5	3.8	5.8	1.17	4.13
3	Transparent and regular communication through various channels builds trust among employees, reducing turnover, absenteeism, and improving overall job satisfaction.	48.1	32.7	9.6	3.8	5.8	1.14	4.25
4	Established communication channels enable organizations to respond quickly and effectively to crises, minimizing damage and ensuring business continuity.	34.6	38.5	15.4	3.8	7.7	1.23	4.04
5	Organizations that prioritize effective communication channels can differentiate themselves from competitors, attracting top talent, and driving business success through engaged and motivated employees.	28.8	42.3	17.3	3.8	7.7	1.27	3.94

Source: field data (2024)

Interpretation of the results from the table above

Results from the study reveal that 38.5% of respondents strongly agreed to the fact that effective communication channels can ensure that employees are in a position to understand organizational goals, expectations, and policies clearly. This helps such employees to become more engaged and productive, 34.6% of the respondents agreed while others were not sure, some disagreed, and other strongly disagreed with the statement respectively. It included 15.4%, 7.7%, and 3.8%, while 1.23 and 4.04, in that order. Effective communication channels ensure that the organizational goals, expectations, and policies are clearly stated to the employees, thereby improving engagement and productivity.

The response variables highlight that 42.3% strongly agreed that communication channels allow employees, departments, and leadership to cooperate and work together on projects and initiatives, which may drive innovation, creativity, and better decision-making; 36.5% agree with it, some were not sure, some disagreed, and some others also strongly disagreed with the same with respective percentages of 11.5%, 5.8%, and 3.8, and their respective mean value and standard deviation of 1.17 and 4.13, respectively. This would only be indicative that By knowing how taxes affect business investment, a business can strategize its investments in the most optimum manner and Communication channels help employees, departments, and leadership work together by sharing information that spurs innovation, creativity, and renders better decisions.

Results of the study revealed that 48.1% of the respondents strongly agreed to the statement that Transparent and regular communication through various channels builds trust among employees, reducing turnover, absenteeism, and improving overall job satisfaction, 32.7% of the respondents agreed with the statement, some of the respondents were not sure while some others disagreed and also with the same statement as well as strongly disagreed with the following respective percentages, and with standard deviation and mean as well, 8%, 9.6%, 3.8%, 1.14, 4.25; some others disagreed that Transparent and regular communication through various channels builds

trust among employees, reducing turnover, absenteeism, and improving overall job satisfaction.

Findings from the study: 34.6% of the respondents strongly agreed with the statement that Established communication channels enable organizations to respond quickly and effectively to crises, minimizing damage and ensuring business continuity. 38.5% of the respondents agreed. The remainder were not sure, some disagreed, and some others as well strongly disagreed with the statement, respectively, and with the following percentages, 15.4%, 7.7%, and 3.8% as well as with a standard deviation and mean of 1.23 and 4.04, respectively; that Established communication channels enable organizations to respond quickly and effectively to crises, minimizing damage and ensuring business continuity.

Findings from the study: 28.8% of the respondents strongly agreed that Organizations that prioritize effective communication channels can differentiate themselves from competitors, attracting top talent, and driving business success through engaged and motivated employees; 42.3% of the respondents agreed with the statement, and some were sure as well, some disagreed, and some others strongly disagreed with the same statement according to following percentages respectively and as well with standard deviation and mean values respectively: 17.3%, 7.7%, 3.8%, 1.27 and 3.94. The findings imply that Organizations that prioritize effective communication channels can differentiate themselves from competitors, attracting top talent, and driving business success through engaged and motivated employees.

4.3 THE IMPACT OF LEADERSHIP EMPOWERMENT ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE IN MUKONO DISTRICT LOCAL GOVERNMENT.

The study ascertained to analyzed THE IMPACT OF LEADERSHIP EMPOWERMENT ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE IN MUKONO DISTRICT LOCAL GOVERNMENT. The findings from the study are presented in the table below;

Table 4.7 shows THE IMPACT OF LEADERSHIP EMPOWERMENT ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE IN MUKONO DISTRICT LOCAL GOVERNMENT.

	Statement	SA (%)	A (%)	N (%)	D (%)	SD	St De	Mean
1	Empowered leadership fosters a sense of ownership and accountability among employees, leading to increased motivation, engagement, and productivity.	40.4	34.6	15.4	5.8	3.8	1.20	4.11
2	Empowered employees are more likely to make informed decisions, take calculated risks, and innovate, driving business growth and competitiveness.	44.2	32.7	11.5	5.8	5.8	1.16	4.21
3	Empowered leadership leads to increased job satisfaction, reduced turnover, and improved retention rates, saving organizations time and resources.	42.3	36.5	11.5	3.8	5.8	1.19	4.18
4	Empowered employees are more agile and responsive to change, enabling organizations to adapt quickly to shifting market conditions and stay ahead of the competition.	38.5	34.6	15.4	3.8	7.7	1.24	4.07
5	Empowered leadership encourages employees to go above and beyond their job descriptions, driving organizational	40.4	36.5	11.5	5.8	5.8	1.21	4.15

	citizenship behavior, and contributing to a positive work culture.							
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Source: field data (2024)

Interpretation of the results from the table above

Results from the study showed that 40.4% of the total respondents strongly agreed to the statement, "Empowerment develops a sense of ownership and responsibility in the employees, hence motivating them and increasing their level of engagement and productivity." A total of 34.6% of the total respondents agreed to the statement. The others were undecided-some disagreed, others strongly disagreed with the same statement, with the following respective percentages: also, the standard deviation and the mean, respectively; 15.4%, 5.8%, 3.8% as well as 1.20, 4.11. The results point out that Empowered leadership instills a feeling of ownership and responsibility in its subordinates, which motivates them to be more productive and thereby more engaged at work.

Empowered employees are more likely to make informed decisions, take calculated risks, and innovate-driving business growth and competitiveness. Results from this study revealed that 44.2% of the respondents strongly agreed with the statement. Another 32.7% of the participants agreed to the statement; some were not sure, some others disagreed; and other some others also strongly disagreed with the following percentages, respectively: 11.5%, 5.8%, and 5.8%, and also with mean and standard deviation of 1.16 and 4.21, respectively. This finding brings into view that empowered employees are more liable to make informed decisions, take calculated risks, and hence innovate-driving business growth and competitiveness.

Results from the study show that 42.3% of the respondents strongly agreed with this statement; that is to say, Empowered leadership leads to increased job satisfaction, reduced turnover, and improved retention rates, saving organizations time and

resources, while 36.5% of the respondents also agreed to the same, and the rest were not sure; some disagreed and some others as well strongly disagreed with the same statement as shown below percentage-wise respectively: 11.5%, 5.8%, and 3.8%, and as well as standard deviation and mean too respectively, 1.19 and 4.18. These findings have shown that empowered leadership guarantees more job satisfaction, lower turnover, and better retention-all this while saving the organization both in time and resources.

These findings have shown that empowered leadership guarantees more job satisfaction, lower turnover, and better retention-all this while saving the organization both in time and resources. 34.6% of the respondents also agreed with the statement while some were not sure, some disagreed and some others strongly disagreed with the same statement according to the following percentages respectively; 15.4%, 7.7% and 3.8% and with standard deviation and mean as well, respectively, 1.24 and 4.07. This means that empowered employees are quick onto their feet and responsive to change; thus, the organizations could keep abreast of changing market conditions much faster compared to the competition.

Results of the study showed that, out of the total, 40.1% strongly agreed that By Empowered leadership encourages employees to go above and beyond their job descriptions, driving organizational citizenship behavior, and contributing to a positive work culture, while 36.5% agreed with the statement. For the rest of the respondents, some were not sure, while others disagreed and some others strongly disagreed with the same statement, by the following respective percentages: 11.5%, 5.8%, 5.8%. The same goes for the standard deviation and mean: 1.21, 4.15. Here, there is a number of 43% who are not sure. This would therefore imply that Empowered leadership encourages employees to go above and beyond their job descriptions, driving organizational citizenship behavior, and contributing to a positive work culture. Results from the study reveal that 38.5% of respondents strongly agreed to the fact that effective communication channels can ensure that employees are in a position to understand organizational goals, expectations, and policies clearly. This helps such employees to become more engaged and productive, 34.6% of the respondents agreed

while others were not sure, some disagreed, and other strongly disagreed with the statement respectively. It included 15.4%, 7.7%, and 3.8%, while 1.23 and 4.04, in that order. Effective communication channels ensure that the organizational goals, expectations, and policies are clearly stated to the employees, thereby improving engagement and productivity.

The response variables highlight that 42.3% strongly agreed that communication channels allow employees, departments, and leadership to cooperate and work together on projects and initiatives, which may drive innovation, creativity, and better decision-making; 36.5% agree with it, some were not sure, some disagreed, and some others also strongly disagreed with the same with respective percentages of 11.5%, 5.8%, and 3.8, and their respective mean value and standard deviation of 1.17 and 4.13, respectively. This would only be indicative that By knowing how taxes affect business investment, a business can strategize its investments in the most optimum manner and Communication channels help employees, departments, and leadership work together by sharing information that spurs innovation, creativity, and renders better decisions

Results of the study revealed that 48.1% of the respondents strongly agreed to the statement that Transparent and regular communication through various channels builds trust among employees, reducing turnover, absenteeism, and improving overall job satisfaction, 32.7% of the respondents agreed with the statement, some of the respondents were not sure while some others disagreed and also with the same statement as well as strongly disagreed with the following respective percentages, and with standard deviation and mean as well, 8%, 9.6%, 3.8%, 1.14, 4.25; some others disagreed that Transparent and regular communication through various channels builds trust among employees, reducing turnover, absenteeism, and improving overall job satisfaction.

Findings from the study: 34.6% of the respondents strongly agreed with the statement that Established communication channels enable organizations to respond quickly and effectively to crises, minimizing damage and ensuring business continuity. 38.5% of the respondents agreed. The remainder were not sure, some disagreed, and some others as

well strongly disagreed with the statement, respectively, and with the following percentages, 15.4%, 7.7%, and 3.8% as well as with a standard deviation and mean of 1.23 and 4.04, respectively; that Established communication channels enable organizations to respond quickly and effectively to crises, minimizing damage and ensuring business continuity.

Findings from the study: 28.8% of the respondents strongly agreed that Organizations that prioritize effective communication channels can differentiate themselves from competitors, attracting top talent, and driving business success through engaged and motivated employees; 42.3% of the respondents agreed with the statement, and some were sure as well, some disagreed, and some others strongly disagreed with the same statement according to following percentages respectively and as well with standard deviation and mean values respectively: 17.3%, 7.7%, 3.8%, 1.27 and 3.94. The findings imply that Organizations that prioritize effective communication channels can differentiate themselves from competitors, attracting top talent, and driving business success through engaged and motivated employees.

4.4 To THE EFFECT OF CAREER DEVELOPMENT ON EMPLOYEE ENGAGEMENT ON ORGANISATIONAL in PERFORMANCE MUKONO DISTRICT LOCAL GOVERNMENT

The study ascertained to the effect of career development on employee engagement on organisational performance IN MUKONO DISTRICT LOCAL GOVERNMENT

Table 4.8 shows TO THE EFFECT OF CAREER DEVELOPMENT ON EMPLOYEE ENGAGEMENT ON ORGANISATIONAL PERFORMANCE IN MUKONO DISTRICT LOCAL GOVERNMENT

	Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	St De	Mean
1	Career development opportunities motivate employees to learn, grow, and	46.2	32.7	11.5	3.8	5.8	1.14	4.24

	achieve their goals, leading to increased engagement and productivity.							
2	Career development leads to increased job satisfaction, as employees feel invested in their own growth and development, reducing turnover and absenteeism.	44.2	34.6	11.5	3.8	5.8	1.17	4.20
3	Career development programs upskill and reskill employees, driving business performance, innovation, and competitiveness.	42.3	36.5	11.5	3.8	5.8	1.19	4.18
4	Career development identifies and prepares future leaders, ensuring continuity, stability, and reduced recruitment costs.	48.1	30.8	11.5	3.8	5.8	1.12	4.28
5	Career development demonstrates organizational commitment to employee growth, leading to increased loyalty, retention, and advocacy.	40.4	36.5	11.5	3.8	7.7	1.22	4.13

Source: field data (2024)

Interpretation of the results from the table above

Study findings show that 46.2% of the respondents strongly agreed that Career development opportunities motivate employees to learn, grow, and achieve their goals, leading to increased engagement and productivity, 32.7% of the agreed respondents where both the business and its owners are taxed on the same income, with this view popularizing it as a negative one. This reduces investment incentives. The rest of the

respondents were not sure; some disagreed, and others as well strongly disagreed with the same statement with the following percentages, respectively (agreeing)- 5.8%, (unsure) 11.5%, (disagreeing) 3.8%. This was as well as with the standard deviation and mean, respectively: 1.14 and 4.24. The findings imply that Career development opportunities motivate employees to learn, grow, and achieve their goals, leading to increased engagement and productivity.

Findings from the study show that 44.2% of the respondents strongly agreed with this statement: Career development leads to increased job satisfaction, as employees feel invested in their own growth and development, reducing turnover and absenteeism; similarly, 34.6% of the respondents agreed with the statement. The rest were not sure; some disagreed. However, others strongly disagreed with the same statement with the following percentages, respectively (and likewise with standard deviation and mean): 11.5%, 3.8%, and 5.8%; 01.17 and 4.20, respectively. If interpreted, the findings would mean this: Career development leads to increased job satisfaction, as employees feel invested in their own growth and development, reducing turnover and absenteeism.

The results of the study indicate that 42.3% of the respondents strongly agreed that Career development programs upskill and reskill employees, driving business performance, innovation, and competitiveness, 36.5% of the respondents agreed with the follow-up statement, while some percentage was not sure, another percentage disagreed and yet another percentage strongly disagreed with the same respectively and as well with standard deviation and mean values also; 11.5%, 3.8% and 5,8% and as well as 1.19 and 4.18. this result agrees with Career development programs upskill and reskill employees, driving business performance, innovation, and competitiveness.

The study results show that 48.1% of the respondents strongly agreed with the fact that Career development identifies and prepares future leaders, ensuring continuity, stability, and reduced recruitment costs. 30.8% of the respondents also agreed with the situation, while for some rest, they were not sure about it, and others completely disagreed with it and yet another also strongly disagreed with it as well described below; 11.5%, 5.8% and 3.8%, respectively. With a standard deviation and mean of 1.12

and 4.28, respectively; this shows that Career development identifies and prepares future leaders, ensuring continuity, stability, and reduced recruitment costs.

Study results indicate that 40.4% of respondents "strongly agreed" that Career development demonstrates organizational commitment to employee growth, leading to increased loyalty, retention, and advocacy, percentage of 36.5% of respondents who "agreed" with this statement; rest were not sure some disagreed and others as well "strongly disagreed" with the same statement following percentage, respectively – 11.5%, 7.7% and 3.8%. The standard deviation and the mean, respectively, were also 1.22 and 4.13. thus, finding implies that Career development demonstrates organizational commitment to employee growth, leading to increased loyalty, retention, and advocacy.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0. Introduction

This study presented the summary of the findings and as well talked about the conclusion of the study and in the long run lastly it talked about the recommendation of the study.

5.1. Summary of the findings

5.1.1. THE EFFECT OF COMMUNICATION CHANNELS ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE

The study examined the impact of communication channels on employee engagement and organizational performance at Mukono District Local Government. The findings indicated that effective communication channels had significantly influenced employee engagement positively. On the measures, regular use of face-to-face communication and feedback mechanisms had increased motivation and participation by employees. According to Kasera (2017), with regular feedback, there grew an inclination towards more employee engagement and commitment to work. Results also indicated that open channels of communication created trusts and teamwork amongst employees, and this translated into better teams with a positive work environment. The results also showed that effective channels of communications decrease turnover and absenteeism of workers. Overall, the study indicated that effective channels of communication were an important ingredient in improving employee engagement

The study also found that communication channels affected organizational performance. Findings indeed proved that timely publication of information through various channels had increased employee productivity and the efficiency of the organization as a whole. The second point is that open communication channels had made sharing of knowledge and expertise among employees possible. This results in a better method of decision-making and problem-solving. In this study, effective channels

of communication were found to have increased the organization's responsive capability toward changing circumstances. It also proved that the communication channels had played a major role in fostering a culture of transparency and accountability. The study proved that effective communication channels were vital in the realization of organizational goals and objectives. With effective communication channels, organizations would thereafter have a competitive edge.

5.1.2. THE IMPACT OF LEADERSHIP EMPOWERMENT ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE IN MUKONO DISTRICT LOCAL GOVERNMENT

The influence of leadership empowerment on employee engagement and organizational performance was assessed in Mukono District Local Government. From the findings, the indication was that there existed a strong positive relationship between leadership empowerment and employee engagement. Precisely, employees were motivated and showed involvement when leaders empowered them. Those who are empowered are likely to be energized and committed. It was further realized that the leadership empowerment had widened the sense of cooperation and trust among workers, hence cultivating a better and cordial working environment. In this respect, the results indicated that employee turnover and absenteeism would be greatly reduced when there is leadership empowerment. Generally, this study portrayed how leadership empowerment provides for increased engagement among workers.

The study also established that leadership empowerment affected organizational performance. The study highlighted that leader who had empowered their employees attained better levels of productivity among their employees and increased efficiency in the organization as a whole. Besides, leadership empowerment promoted knowledge and skills sharing among employees. Consequently, there was improved decision-making and solving. The study also established that leadership empowerment had increased the capacity of the organization to respond to circumstances of change. The results also showed that leadership empowerment had fostered a culture of transparency and accountability. This study showed that leadership empowerment was essential in the

realization of organizational goals and objectives. Through leadership empowerment, organizations attained a competitive advantage.

5.1.3. THE EFFECT OF CAREER DEVELOPMENT ON EMPLOYEE ENGAGEMENT ON ORGANISATIONAL PERFORMANCE IN MUKONO DISTRICT LOCAL GOVERNMENT

The study focused on the relationship between career development and employee engagement on organizational performance in the Mukono District Local Government. From the results, a positive significance level of career development opportunity on employee engagement was found. Put differently, employees who were given training and development opportunities were likely to have been engaged and committed to their work. Career development had also brought about a sense of growth and advancement among employees. The study also established that career growth was related to increased job satisfaction and lowered turnover intentions. Employees who received career development opportunities were more likely to have been made to feel valued and supported by their organization. These results went further to indicate that with career development, motivation and productivity had been heightened among the employees. Overall, career development has enhanced employee engagement.

Organizational performance was also found to be impacted by career development. Such findings showed that organizations which had invested in the career development of their employees had improvements in terms of employee productivity and overall organizational efficiency (Nalwanga, 2015). Furthermore, career development enhances the sharing of knowledge and expertise by the employees of a given organization. As a result, there is improved decision-making and problem-solving. Other key findings of the study were that career development had improved the capacity of the organization to respond to any prevailing circumstances. The findings also showed that career development had encouraged an innovative culture and a continuous learning culture. The study explained that the career development activities were instrumental in the realization of organizational goals and objectives. As a result of career development, the organizations had gained a competitive advantage.

5.2. Conclusions

5.2.1. THE EFFECT OF COMMUNICATION CHANNELS ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE

The major determinants of employee engagement that could help enhance organizational performance in Mukono District Local Government were effective channels of communication. Such findings do point to the receipt of feedback regularly and the opening of multiple-channel communications to motivate employees in order for them to participate and commit. The findings of this study also supported the fact that communication channels contribute positively to employee engagement in ways that increase job satisfaction and decrease turnover intention, hence increasing productivity. Secondly, it was indicated that effective communication channels are instrumental in the realization of organizational goals and objectives, embracing a culture of transparency and accountability, and gaining a competitive advantage. The results have implications for practitioners and policymakers in emphasizing effective communication channels for improvement in employee engagement and organizational performance. It will help in leveraging effective communication channels to develop the full potential of the employees inside the organization to improve the organizational outcomes.

5.2.2. THE IMPACT OF LEADERSHIP EMPOWERMENT ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE IN MUKONO DISTRICT LOCAL GOVERNMENT

The leadership empowerment concept therefore had great influence on employee engagement and organizational performance in Mukono District Local Government. These findings pointed out that leaders should be in a position to empower employees to be owners of the work, to make decisions, and acquire skills in order to increase employee motivation, participation, and commitment to work. The findings showed that leadership empowerment instituted an environment characterized by trust, cooperation, and innovation; hence, a heightened level of job satisfaction and low intentions of turnover, coupled with high efficiency. In addition, leadership empowerment contributed to achieving the goals and objectives as set by an

organization, instituted an environment of transparency and accountability, and developed competitive advantage. The findings have implications for both practitioners and policymakers in emphasizing a focused need on leadership empowerment as a core driver for improving employee engagement and organizational performance. Leadership empowerment is about letting an organization unleash the potentiality of the full capacity of its employees for improved organizational outcomes and sustainable success.

5.2.3. THE EFFECT OF CAREER DEVELOPMENT ON EMPLOYEE ENGAGEMENT ON ORGANISATIONAL PERFORMANCE IN MUKONO DISTRICT LOCAL GOVERNMENT

Conclusion: There was a significant influence of career development opportunities on employee engagement and organizational performance in the context of Mukono District Local Government. Besides, the findings indicated that training, mentorship, and growth opportunities could act as significant motivating factors for employees in terms of increasing their motivation, participation, and commitment. It revealed that career development created a sense of growth and movement of employees that consequently improved job satisfaction and reduced turnover intentions, thus increasing productivity. Moreover, career development can indicate how to achieve organizational objectives and goals, create an innovative culture and promote continuous learning, and maintain competitive advantage. The findings have implications for practitioners and policymakers on the need to ensure a focus on career development in pursuit of employee engagement and improvement in organizational performance. Investment in career development allows tapping full potential, organizational outcomes increase, retention of employees improves, and success is assured as sustainable.

5.3. Recommendation

Communication channels are very important in aiding Mukono District Local Government to improve employee engagement and organizational performance through regular feedback mechanisms, including but not limited to surveys, focus groups, and town hall meetings. In addition, leaders must encourage open communication, active listening,

and transparency within the organization. The organization should also make good use of technology in facilitating communication through social networking internally and through mobile apps. Besides, communication channels should be adapted to fit the needs of the employees in terms of the issue of language and access. In that way, a culture of trust, collaboration, and innovation will be fostered in this organization. Good communication channels reduce misunderstanding, errors, and conflicts. The full potential can only be tapped from the employee if communication is prioritized by the Mukono District Local Government.

Leadership empowerment should be accorded priority in improving employee engagement and organizational performance in Mukono District Local Government. Entitlement to decide and own at all levels of leadership with an opportunity for skill development should be bestowed on leaders. Leaders should be encouraged to empower employees to own and develop their skills through decision-making. The organization should also establish training and development related to the leadership and management role and skill, as well as communication. It is also important to recognize and reward leaders who are behaviorally inclined toward empowering others. In this way, the culture of mutual trust, collaboration, and innovation can be created within the organization. The empowerment behavior of leadership can also lead to facilitating a positive work culture and reducing turnover intentions. At the same time, leaders' and employees' empowerment increases the overall organizational performance.

Furthermore, career development opportunities may be among the means through which Mukono District Local Government can improve employee engagement and organizational performance. As such, the organization should ensure that training opportunities, mentorship, and growth are affected on the workers. An organization must establish a career development program that enhances the acquisition of skills, knowledge, and competence. The organization must accord the employees with opportunities that will open up new challenges, responsibilities, and roles. Furthermore, such career development behavior of employees should be identified and encouraged through rewards. In this way, an organization would be able to enhance

growth or advancement culture or even innovation culture. The positive work culture could be enhanced while turnover intentions might be minimized and overall organizational performance ensured through career development opportunities..

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APPENDIX
QUESTIONNAIRE

Dear Participant,

I am Bukenya Patrick Michael a student of UCU, and currently carrying out research on the topic “the effect of employee engagement on organizational performance in Mukono district local government”

You have been identified as a respondent in carrying out this research. It is purely academic research. Your responses will be treated with utmost confidentiality and will purely be used for the purpose of this study. It is a humble request you to spare part of your valuable time and answer the following questions. Your cooperation is highly appreciated

SECTION A PERSONAL INFORMATION

Please tick in the boxes

SECTION A

PERSONAL INFORMATION

Please tick in the boxes

1. Gender of respondents

Male Female

2. Age of respondents in years

20-30 31-40 41 and above

3. Educational level of respondents

graduate degree diploma certificate

4. Duration working Mukono district local government

1-5 years 6-10 years 11 years and above

SECTION B; THE EFFECT OF COMMUNICATION CHANNELS ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE

Listed below are a number of statements regarding the experiences that you may have had at your workplace. Using the following scale, please indicate the extent to which you agree or disagree with the statements provided. Using the scale below, please indicate how much you agree or disagree with the statements such that 1= strongly disagree, 2= Disagree, 3= Not sure, 4=Agree, 5= strongly agree

statement					
1	Effective communication channels ensure that employees clearly understand organizational goals, expectations, and policies, leading to increased engagement and productivity.				
2	Communication channels facilitate collaboration and teamwork among employees, departments, and leadership, driving innovation, creativity, and better decision-making.				
3.	Transparent and regular communication through various channels builds trust among employees, reducing turnover, absenteeism, and improving overall job satisfaction.				
4	Established communication channels enable organizations to respond quickly and effectively to crises, minimizing damage and ensuring business continuity.				

5	Organizations that prioritize effective communication channels can differentiate themselves from competitors, attracting top talent, and driving business success through engaged and motivated employees.					
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SECTION B; THE IMPACT OF LEADERSHIP EMPOWERMENT ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE

Using the following scale, please indicate the extent to which you agree or disagree with the statements provided. Using the scale below, please indicate how much you agree or disagree with the statements such that 1= strongly disagree, 2= Disagree, 3= Not sure, 4=Agree, 5= strongly agree

Statement						
1.	Empowered leadership fosters a sense of ownership and accountability among employees, leading to increased motivation, engagement, and productivity.					
2.	Empowered employees are more likely to make informed decisions, take calculated risks, and innovate, driving business growth and competitiveness.					
3.	Empowered leadership leads to increased job satisfaction, reduced turnover, and improved retention rates, saving organizations time and resources.					
4.	Empowered employees are more agile and responsive to change, enabling organizations to adapt quickly to					

	shifting market conditions and stay ahead of the competition.					
5.	Empowered leadership encourages employees to go above and beyond their job descriptions, driving organizational citizenship behavior, and contributing to a positive work culture.					

SECTION C; THE EFFECT OF CAREER DEVELOPMENT ON EMPLOYEE ENGAGEMENT ON ORGANISATIONAL PERFORMANCE

Using the following scale, please indicate the extent to which you agree or disagree with the statements provided. Using the scale below, please indicate how much you agree or disagree with the statements such that 1= strongly disagree, 2= Disagree, 3= Not sure, 4=Agree, 5= strongly agree

statement						
1.	Career development opportunities motivate employees to learn, grow, and achieve their goals, leading to increased engagement and productivity.					
2.	Career development leads to increased job satisfaction, as employees feel invested in their own growth and development, reducing turnover and absenteeism.					
3.	Career development programs upskill and reskill employees, driving business performance, innovation, and competitiveness.					

4.	Career development identifies and prepares future leaders, ensuring continuity, stability, and reduced recruitment costs.					
5.	Career development demonstrates organizational commitment to employee growth, leading to increased loyalty, retention, and advocacy.					

Thank you for your cooperation