



**FACTORS AFFECTING PERFORMANCE OF EMPLOYEES IN ARUA DISTRICT
LOCAL GOVERNMENT UGANDA**

By

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Declaration

I, Alesi Juliet, hereby declare that this dissertation entitled “Factors affecting Performance of Employees in Arua district local government Uganda “ is my original work and has never been presented to any institution in its original state for any award.

Signed:.....

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Approval

This study entitle “Factors affecting Performance of Employees in Arua District Local Government in Uganda” has been Submitted for examination with our approval as supervisors.

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Dedication

This study is dedicated to all those who helped me spiritually, morally, economically and socially from the beginning up to the end of the study.

Acknowledgement

Special thanks to the almighty God for the spiritual guidance right from the beginning up to the completion of this research. I am particularly grateful to Dr. Gerald Karyeija and Dr. Maria Barifaijo my supervisors for the support and guidance during the course of my study, thank you very much. Special thanks to all my lecturers who taught me from the beginning of the course till the end, your words of wisdom kept me going.

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Abstract

This study sought to establish the relationship between the factors affecting employees and their performance NUSAF2 and NAADS in Arua District Local Government in Uganda. The study involved 83 employees dealing with 2 projects of NAADS and NUSAF2 who responded to questions in an interview guide. Quantitative data analysis was based on percentage and mean at the descriptive level while Pearson's correlation coefficient was used to correlate the independent variable with the dependent variables performance, while qualitative data was analysed basing on the themes. Objective 1 was to examine the extent to which working conditions affect employee performance in Arua district local government. The results revealed that there was no significant correlation between working conditions and performance. The conclusion that working condition is negatively related to performance, hence the recommendation that the district should identify some other factors that could be considered to have affected employee's performance. The second objective was to determine the extent to which supervision affects employee performance in Arua District Local Government revealed that there was a also a significant negative correlation between supervision and performance, the conclusion that lack of delegation, limited involvement in decision making, discourage staff to perform to their best to improve performance and hence the recommendation that the district should strengthen supervision systems and strategies. Lastly the the 3rd objective was to assess how communication affects employee performance in Arua District Local Government and results showed that there was also negative correlation between communication and performance, the conclusion that communication factor has no relationship with performance although the method used are not reliable and safe, it has no effect on staff performance and the recommendation that the district should set up specific information handling data base.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study examined the factors that affect the performance of local government employees in northern Uganda particularly employees of Arua district local government. The study sort to ensure that local government interventions are efficiently and effectively delivered, but this continued to be a challenge for the management of Arua district. Human resources are the most important assets of Arua district local government as an organisation.

The factors affecting employee performance was measured as seen in the conceptual frame work in later areas of study with its key variables as supervision, working conditions and communication (independent variables), employees performance as Productivity, Timeliness, Quality of service offered Customer, perception and feedback (dependent variables). There are major constraint in achieving efficient service delivery in particular projects of National Agricultural Advisory Services (NAADS) and Northern Uganda Social Action Fund phase 2 (NUSAF2) in Arua district local government which are major projects within communities that can be measured and identified and key.

This chapter covered an introduction to the study, historical, theoretical, conceptual and contextual backgrounds of the study so as to outline the different circumstances that could have let to the study. Problem statements, objectives, research questions, hypothesis, conceptual frame work, scope of the study, justification, significance, and operational definitions were also included in this chapter of the report.

1.2. Back ground to the study

In a global perspective, an evaluation of performance of employees is a very important aspect in an organisation world-wide as employees are seen as the most important asset of that

organisation. Different organisations in the world look at different aspects of factors that affect employees performance both negatively and positively to be able to retain and improve the employee's performance overall in all that they engage in an organisation.

1.2.2. Historical background

Arua district is located in the north western region of Uganda bordering DRC, it was among the batch one to be decentralised in 1993. According to the ministry of local government (2003), decentralisation refers to the transfer of legal, political, administrative, and financial powers to lower units in order to plan, make decisions, and manage public finances for improved service delivery.

The history of performance and performance measurement starts with the history of productivity and productivity measurement, which became relevant concepts starting with the industrial revolution. From village communities, where products are made for every client in a labour intensive fashion, mass production gradually became possible. (Andersen & Fagerhaug, 2002)

Local governments in Uganda have had a number of land marks , the most recent being the public service reform programme in 2002 with an aim of developing a public service which delivers timely, high quality, productive and appropriate services at the least cost to the nation. The public service had made remarkable reforms, one being its personnel policies tailored to high quality and well satisfied work force. Performance is a prerequisite for feedback and goal setting process: it's a record of outcomes achieved. (Armstrong 2010)

Even then there is no information currently to explain what actually affects employees performance in local governments especially Arua District Local Government. It was also realised that little has been done on factors affecting employee performance and especially

this organisation. A few researches had been done but not looking at the particular factors that are so common among local governments in Uganda.

It is from the above background that the researcher found an investigation in to the factors that affect employee performance in Arua District Local Government a worthwhile undertaking.

1.2.3. Theoretical background.

Employee performance gave rise to studies, research, and proposals of various theories to explicate the factors that affect employees' performance. Greater detail is now given to the Mc Gregors theory Y (1960) and the systems theory to identify the relevance and applicability of each theory to employee performance in Arua District LG.

Since the time of scientific management, the concept of employee performance has been studied extensively. Right from the Hawthorne experiments of Elton and Ruthlisberg, managers have come to believe that effective employees' performance makes the worker happy and increase production.

Employees can reach individual goals that are the success of an organisation. (Armstrong 2006). It is against this back ground that this study is under pinned on two process theories of performance. The theories that underpinned my study are the Mc Gregors and William Ouchi theory Y and systems theory by Von Bertalanty

McGregor and William Ouchi theory Y. it believed that employees enjoy mental and physical work duties and if given chance they will have the desire to be creative and forward thinking in the work place given good work conditions. The theory also believed that Effort in work is as natural as work and play, People will apply self-control and self-direction in the pursuit of organisational objectives, without external control or the threat of punishment by supervisors,

People usually accept and often seek responsibility and this will help to underpin the factor of supervision where employees should be involved in the process of work.

Systems theory. Systems theory is the interdisciplinary study of systems in general, with the goal of elucidating principles that can be applied to all types of systems at all nesting levels in all fields of research. Walter et al, (2007). The term originated from Bertalanffy's general system theory (GST) and is used in later efforts in other fields, such as the action theory of Talcott Parsons and the social systems theory of Niklas Luhmann. The theory advocated that importance of every part of the bigger picture to play its role in order to achieve the overall objective so taking the fact that an organisation like ADLG, should be able to utilise factors affecting employee performance to achieve its aver all goals. Ludwig Von Bertalanffy, (1968).

1.2.4. Conceptual back ground.

The variables of performance for example has been viewed differently by various scholars. Armstrong (2003), performance is defined as a behaviour through which organisations, teams and individuals get work done.

When managing the performance of the organisations, teams and individuals both inputs (behaviour) and outputs (results) needed to be considered. In related review, Bernadins et al (1995) provides more understanding of performance as outcomes of work that provides the strongest linkage to the strategic goals of the organisation. Factors affecting employee performance were looked at as efforts that an organisation could set up to put an organisations efforts in place so as to guide employees to achieve set objectives and targets. These include good working conditions, supervision, and communication. (Cole 2002) Good working condition is one where facilities are functional with good access to equipment and supplies. According to Jain (1999) communication is an act of imparting ideas and making

one self-understood by others. He also argued that there is great necessity of effective communication in organisations. In ADLG there should be an effective link between the departments and between all employees in the organisation.

Supervision is the 1st level of management in the organisation and is concerned with encouraging the members of a work unit to contribute positively toward accomplishing the organisation's goals and objectives. Supervision should be able to lead to the accomplishments the goals and objectives of ADLG

Factors of working conditions, supervision and communication should be well promoted among employees of Arua District Local Government such that employees are motivated to do their work and do it to the fullest without any reservations.

1.2.5. Contextual back ground.

Arua district local government (ADLG) was set up in 1993 when the government of Uganda decided to start local government units. ADLG is supervised by the ministry of local governments and being run by acts of parliament like the local government act, local government accounting regulations and many other acts that are of importance to it. The objectives of local governments is to achieve Productivity, Timeliness in doing work, Quality of service offered and achieve a good Customer perception and feedback with the most cheapest means and to empower the local communities of Arua District Local Government. The public service had made remarkable reforms , one being its personnel policies tailored to high quality and well satisfied work force.

For employees to achieve proper employee performance, there should timely service delivery where by activity reports and accountability are prepared timely and accurately as required, good quality of service where by employees are able to realise that all they are doing has met

the required standards, customer perception and feedback be positive and frequent which indicated a good performance, effectiveness and efficiency in work done.

In addition, Arua District developed a retention and succession management strategy with a strategic approach to address areas of productivity, timeliness, quality of service offered, customer perception and feedback, hence a basis for research to have undertaken this research.

1.3. Problem statement

The government of Uganda through various projects had tried to facilitate, train, hire, and develop staffs that are undertaking different programmes in districts so that they can perform to the desired standards. Employees are facilitated to do work, every unit has all staff responsible for these two projects of NAADS and NUSAF2, staff are provided with relevant work guides, they are trained to do their work but despite these efforts, Arua District had registered cases of poor quality of service delivery, poor feedback from community, untimeliness, and lack of productivity as a result of poor performance, for example. (Auditor general's report 2012). For example in the National Agricultural Advisory Services (NAADS), 77% of the district did not complete activities of the financial year and reported late and Arua was among. Indicates that 68% of the farmers were not satisfied with the training and support given to them under NAADS and are not sustainable. It was also indicated that 63% of the money to selected farmers was wasted on poor quality inputs. Under NUSAF, only 3 districts were able to use the project funds for the financial year, the rest had not generated any projects and had not used their money including Arua district. This had negative implications for the district like, poor quality service delivery, no value for money and poor feedback by consumers on service provided. The current study was to examine the factors affecting the employee performance in Arua District Local Government who are working with NAADS and NUSAF with the view of suggesting practical

recommendation to improve the quality of performance among employees working with these projects.

1.4. General objectives of the study.

The general objective of the study was to investigate the factors that affect performance of employees in Arua district local government.

1.5. Specific objectives of the study.

- i) To examine how working conditions affect employee performance in Arua district local government.
- ii) To examine how supervision affects employee performance in Arua district local government.
- iii) To assess how communication affects employees performance in Arua distinct local government.

1.6. Research Questions.

- i) How do working conditions affect employee performance in Arua district local government?
- ii) How do supervision affect employee performance in Arua district local government?
- iii) How do communication affect employee performance in Arua district local government?

1.7. Research hypothesis

This study was to verify the following hypothesis:

- i) Working conditions significantly affect employee performance in Arua district local government.
- ii) Supervision significantly affects employee performance in Arua district local government.
- ii) Communication significantly affects employee performance in Arua district local government.

1.8. Conceptual frame work

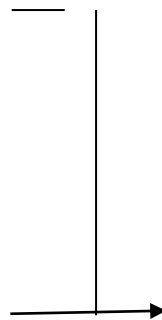
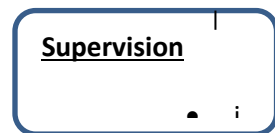
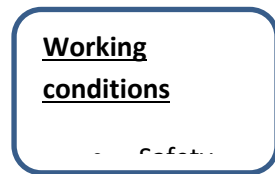
The conceptual frame work for this study meant the dimensions of the study that was carried out. The frame work showed clearly the key variables that were used in this study mentioning the relationship between independent and dependent variables.

Table: 1

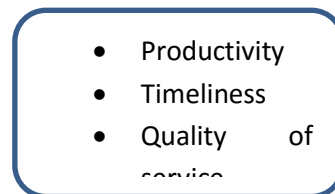
Independent Variables

Dependent Variables

Factors



Employee Performance.



Source: Sekaran Uma (2003) figure 5.8 and modified by the researcher.

The frame work looked at the different dimensions of the independent variables that were covered by the research specifically looking at work conditions, supervision, communication and how they affected the dependent variables of performance.

Working conditions as a factor of employee performance is identified with its dimensions of safety, geographical position, and facilities indicating that if these dimensions were well promoted in Arua District, employees would be able to improve their work and achieve

complete performance. On the other hand, supervision with its dimensions of employee involvement and employee delegation is one way to include people to work well and own their work and if these dimensions were achieved, employees will be able to achieve performance. Lastly communication channels and methods in this study are a key variable, when well promoted will lead to an achievement of employee performance in Arua District.

1.9. Scope of the study

1.9.1. Geographical scope

The study was carried out from Arua district local government specifically looking at the local government employees both in the district headquarters and the lower local governments in selected 10 sub counties both in rural and peri-urban sub counties focusing on the staff working with key programmes, of NUSAF2 and NAADS because a lot of money is being injected in to these projects but they are not showing the expected results, heads of the two projects in the district because they are the focal point persons for the proposed projects.

1.9.2. Content scope

The study focused on the factors affecting employee performance mainly; working conditions, supervision, and communication in selected employees and how these dimensions affect their performance at work.

1.9.3. Time frame

The study mainly focused on the period from 2008 to present because this is when NAADS and NUSAF2 were at its peak and actively operating and also was the period when the district was getting negative feed backs from central government for their substandard performance.

1.10. Justification of the study

Local government employees of Arua district face a lot of challenges in their work, like working conditions, limited personnel all the sectors and departments, central government releases, government commitments, motivation, performance evaluations, managerial decisions, performance appraisals among others. In spite of all the challenges that affect employee performance, there has been a limited study done about the factors affecting employees especially in Arua district local government and the urge to improving local government employee performance.

1.11. Significance of the study.

The study gave a deeper understanding of the factors affecting employee performance, relationship between the factors affecting performance of employees in Arua district local government. This was also important because the district has registered poor quality service delivery, poor productivity, unsatisfying feedback from beneficiaries and untimeliness in service delivery.

The study was relevant in a way that possible solutions were suggested to address the factors that negatively affect the performance of employees. Policy makers and implementers in the government sectors and departments were able to benefit from the findings integration of the policy issues and suggested solutions to improve on the systems that affect the employee performance. To the students, they were able to use the research to do more on the factors that affect employees' performance in and outside Arua district local government and research more on what will not be covered in this study.

1.12. Operational definitions.

Working conditions: this referred to the working environment and aspects of an employee's terms and conditions of employment.

W.H.O defined working conditions as the combination of compensation, non-financial incentives, and work place safety. In this study working conditions meant physical working conditions such as safety, cleanliness, hygiene and working equipment of local government employee in their work place.

Supervision: is a formal relationship in which the supervisor's task includes imparting knowledge, making judgements of the trainee's performance, and acting as a gate keeper to the profession (Holloway, 1997) in this study, supervision will mean the types of leadership and management styles adopted within Arua district local government.

Communication: communication referred to any form of link between two or more people with in Arua district local government. Away of reaching others by transmitting ideas, facts, thoughts, feeling, and values. Effective communication provides a bridge of meaning between two people so that they can each share what they feel and know.

Employee performance: was taken to mean the ability of the employees to meet the set targets expected out puts, standard operating procedures, client demands and the demand of development partners and donors.

1.13. Chapter Summary

This particular chapter discussed the back ground to the study, study objectives, scope and the justification to the study, the problem statement, varribles of the study. It was this background that motivated the researcher to go ahead and carry out a literature review that pointed out the issues related to the study variables and justifications to the assumptions.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction.

This chapter presents a review of literature related to factors that affect employee performance including communication, supervision and working conditions. Each of these factors translates in to a theme of its own during this study.

2.2. Theoretical review.

Two theories relating to factors affecting employee performance were reviewed . McGregor's theory Y and the systems theory as discussed here in.

2.2.1. Douglas McGregor and William Ouchi theory Y

This study was guided by the Douglas McGregor and William Ouchi theory which stated that employees enjoy mental and physical work duties and if given chance they will have the desire to be creative and forward thinking in the work place. The theory also suggested that in case of performance in an organisation, Enlightened managers use theory y, which produces better performance and results, and allows people to grow and develop, was used to support the factors of supervision, working conditions and communication which when used effectively, produces good results and hence good employee performance at work.

A theory Y manager believed that given the right conditions, most people will want to do well at work and that there is a pool of unused creativity in the work force.

It is also argued that there is a chance for greater productivity by giving employees the freedom to perform at their best abilities without being bogged down by rules. This underpinned that issue of supervision where employees can greatly perform if they were directly involved in work and then delegated to even lead work processes.

This theory was used in academic research by students to understand their studies, management by managers to improve employees' performance in organisations as a positive change theory in management for success and effectiveness. In the 1960s, this theory has also been used to understand human resource management and organisational behaviour for better performance. In his book of human side of enterprise (1960) that control and punishment are not the only way to make people work but man will direct them self when involved.

This theory was used to understand the importance of employee involvement in work so that they can be able to use self-control in their work place to improve performance. It was used to understand the work conditions in an organisations and the importance of creating a good working condition for all employees taking the fact that given the right conditions, most people will want to do well at work and that there is a pool of un used creativity in the work force hence improving employee performance in ADLG. (Mullins J.L. 2002)

2.2.3 Systems theory.

To also under pinned this study, this study used the systems theory which advocated for the importance of every part of the bigger picture to play its role in order to achieve the overall objective, so taking the fact that an organisation like ADLG should utilise factors affecting employee performance to positively affect performance to be able to achieve over all objectives of the organisation, hence the thinking that all factors of communication, supervision, and working conditions must be at play to ensure improved performance in local governments especially Arua district local government. (Ludwig Von Bertalanffy, 1968).

This theory is the study of the interdisciplinary study of systems in general with the goal of having principles which can be applied in all systems, it's a self-regulating systems for self-

correcting which can be used in work to improve performance. (Ludwig Von Bertalanffy, 1968).

Systems theory has been used in social sciences, education, and academic studies for research. In education where Von believed that the general systems concepts were applicable especially theories that have been introduced in to the field of sociology in the modern systems of feedback, information and communication. In the field of education systems in systems thinking, it has been used to understand the art and practice of or learning organisations. (Ludwig Von Bertalanffy, 1968).

In education the theory is used to provide information on the components of organisations and then to understand how organisations models fit the field of education and application to education to provide a better learning environment for students in education organisations. (William Molnar 2008)

The theory assumed that there are similar underlying concepts, principles and models in different fields that are very similar, even though they evolved independently, that by developing a general systems theory which provides general guidelines that can be applied across all fields or systems, the natural and social sciences can be unified and education about these areas can be integrated and It also assumes that the sum or interaction of parts that form a whole, and it is this interaction that makes the parts meaningful. Walter et al, (2007).

This theory was used to justify the importance of having a conducive work conditions for staff, appropriate supervision, effective communication and other factors that facilitate performance but have not be included in this study but are important for employee performance. It was used to justify that all the factors affecting employee performance are similar although they evolve differently. (Ludwig Von Bertalanffy, 1968).

2.3. Factors Affecting Performance of Employees.

2.3.1. Working conditions and performance of employees of Arua district local government.

Good working condition is one where facilities are functional with good access to equipment and supplies. When working conditions are poor and the work load is high, employees are likely to become non-performers and frustrated. They are unable to satisfy their working conscience and distance themselves emotionally from their work, reducing their commitment and performance. (Flanegen and Henry 1994)

According to (Jones 2007), work environment includes physical space and interpersonal relationships with co-workers. The physical space includes physical facilities like building, canteens and staff clinic. He also argues that if an employer does not make the working conditions bearable, employees will not want to come into employment and will exploit loopholes in the system. He proposes that to overcome this, management should promote a positive approach to sickness management, provide free confidential advise line to staff, establish stress committee and hold stress workshops. However this is not in agreement with the findings of this study which has disagreed that working conditions has no effect on performance of employees.

Genuine concern in the safety and welfare of employees is not only a general motivator, but may also help to improve employees' safety awareness that all employees should be concerned about employees' safety and welfare. (David Evants 1999) Stresses the motion of a healthy working environment as the responsibility of an organisation which should create and provide conditions conducive to good health and high performance. However this in the this study has not been the same because it does not take in to account the importance of healthy working environment in improving performance.

Previously, empirical studies have analysed directly how working conditions affect employees probability of quitting. Adverse work conditions have been found to increase quits and low performance stresses. Scholars like Druker (2003) as cited in kaaya (2007) and Mullins (2002) agree with the above scholar that poor work environment are most likely to influence employee performance.

Good working conditions leads to a high human resource turn over which consequently leads to productivity, service delivery, timely reporting, hence good employee performance in work places that have good working conditions, meanwhile a harsh environment and general work conditions drive away employees, low turnover, low productivity among others and poor employee performance. This is in contrary to the findings of this study that do not recognise the strength of a good working condition in improving productivity hence, working condition not a prerequisite for improving employee performance.

A study carried out by private sector foundation (2011) shows that 30% of the respondents indicated that staff of local governments are not provided with the best housing facilities, transportation to their place of work and yet most local governments especially in Northern Uganda, western and eastern are located in hard to reach areas. It was found that this problem affects the performance of most local governments both men and women.

A common hypothesis with respect to the relationship between working conditions and performance is that employees working under good working conditions perform better than those in poor conditions, because they will be happy with their situation and tend to do their best to achieve results.

Meanwhile , a critical examination of the sub county facilities, housing, and general work conditions they are exposed to seems to have divergent results to performance. Employees

continue to state that although the working conditions are not suitable, they try their best to work hard and do what is expected of them. They are able to beat their targets as desired. For instance, staff have poor conditioned offices, where some buildings have been destroyed by termites, some are not well ventilated, some stations are in the middle of nowhere and transportation to those stations are not easy to find. Staff are not provided with proper safety facilities where by their motorcycles are in poor conditions which cannot go long distances and yet their offices are located far from town, hard to reach locations. This study aimed to establish the reality on ground and it was found that there was a negative relationship between the factor working conditions and performance of employees in Arua District which meant that any improvement in the in working conditions does not necessarily lead to employee performance.

2.3.2 Supervision and performance of employees of Arua district local government.

Supervision is the 1st level of management in the organisation and is concerned with encouraging the members of a work unit to contribute positively toward accomplishing the organisation's goals and objectives. Supervisors must learn to make good decisions, communicate well with people, and make proper work assignments since it's vital for organisation's success and employee performance. (Leslie and Lloyd 1998)

(David Evants 1999), Supervision is also a drive for increased efficiency and it's based on a basic philosophy of the earlier industrial revolutions that say 'idle ness is sin'. But people had not just to work for work sake, but to help make profits for firm's owners.

Warrick (2007), argues that Proper involvement and delegation brings out the best in an employee since they will have powers to do their best and yield a good performance, however in many cases if not done it simply results to poor performance since employees do not take lead or are not being involved. This is not the same with the findings of this study which

showed to us that supervision does not have any effect at all on employee performance. It indicated that even without delegation and involvement, employees can perform well.

US office of personnel management (2011), states that, Where there is an adequate work supervision during and after work, employees are encouraged to do their best while working and they tend to yield quality and high productivity, however, a poor or no supervision makes employees to lack ownership, relax in putting more efforts and not concentrate in what is being done as an important aspect of work, hence poor performance but an adequate supervision improves employees overall performance. This contradicts the findings of the study which says that employees can produce quality and high productivity even without supervision.

The ministry of local government are also overwhelmed with the performance of staff in local governments; this is usually seen in the annual assessments of performance of local government.

Annual assessment report (2012) describes the performance as staggering and said that all staff of local governments should have routine and continues supervisions in order to improve their overall performance. These routine supervisions are not being done in the district and this still has no effect on employee performance and without it, they still perform well.

From the above we can say that the role of the supervisors as key people in the departments to improve employee performance and the contributions to employees work , achievement is enormous. Bajah (1999) was of the opinion that the success of work life depends on staff supervision as this translates all our thoughts in to action. However, a Critical examination of the supervisors to employees of Arua District sub county projects seems not to have this type

of commitment because, there are no regular support supervision, delegation is not exercised among employees, and they are not involved fully in what they do which contradicts the ideal situation.

Basing on the findings of the study, it was found that there was a negative relationship between the two variables of supervision and employee performance. It was also realised that any improvement in employee involvement in activities and delegation of employees does not have a an effect on performance of employees.

2.3.3 Communication and performance of employees of Arua district local government.

The concept of communication is perceived differently by different scholars therefore, several definitions have been identified According to (Jain 1999) communication is an act of imparting ideas and making one self-understood by others.

He also Argued that there is great necessity of effective communication in organisations: information and instructions that are passed on to all employees help managers to come in closer contact with subordinates and help in planning and coordination of activities its timely implementation for better service delivery and is used as a control measure against losses creates high production and it also promotes quick decision making. This has not been seen in the recent findings of this study which stated that communication does not have an effect on the performance of employees.

(Steward 1992) stated that communication is sharing and referred communication as a social interaction through messages: the life blood of the organisation and the most effective tool through which organisational resources are run, without which little could be done and achieved, and that the quality of communication in an organisation will determine employee performance and productivity. Mullins (2002) argues the same but this study contradicts this

statements and goes ahead to indicate that even with limited communication in an organisation, employees can still perform well.

(George and Jones, 1999) also went ahead and stated that communication is sharing information with other people and reaching communication understanding, is essential and would not be effective when people do not receive information they need.

According to (Robbins 2001), no group can exist without communication. He refers to communication as transference of meaning among its members. It is only through transmitting meaning from one person to another that information and ideas can be conveyed. This does not concur with the findings which stated that a group like employees can perform even without proper communication in the organisation.

In ADLG, communication on important matters are sometimes not timely delivered to the local governments especially lower local governments where they are mostly far from the district headquarters and this has been attributed to be as one of the key issues that affect performance of employees.

The higher management of ADLG try so much to communication through letters to lower local governments but sometimes these letters are collected late due to distance and may find the activities are done earlier before letters arrive the target people, they are not reliable and timely for effective communication.

Cheese man and wood (2008) argue that strong relationships among employees where information flows down wards and also upwards since they are stake holders in the organisation. Employees can also communicate among and each other and share ideas, facts which help improve their performance. (Cole 1996) Formal type of communication also promotes skills of communication among people using it. (Torrington et al 2002)

(Newstron and davis 2002) refers to communication as transfer of understanding from one person to another. A way of reaching others by transmitting ideas, facts, thoughts, feelings, and values. Effective communication provides a bridge of meaning between two people so that they can each share what they feel and know. Using this bridge helps both parties to cross the river of misunderstanding that sometimes separates people. Local governments cannot exist without communication.

Oates (2010) Efficient communication methods and channels are a prerequisite for good performance because all employees will be in touch with issues and other employees to share information which is relevant to their work, hence improving performance of employees, however poor communication channel and method are a challenge to good employee performance since employees will not have access to each other and supervisors in case of any work communication, hence affecting employee performance . this study contradicts this above statement.

The most common communication methods to access information or to deliver information are face to face where relevant staffs are usually called for debriefing in case of a major communication pertaining a project implementation. They also make phone calls to staff in case of anything. Staff telephone numbers are available at the district headquarters and in case of any information they are rang directly but the challenge is that some staff in areas that have poor network coverage usually don't get such important communications. Letter writing is another method of communication in the district and these letters are taken to the registry and it is upon every sub county staff to check if there is a letter meant for them. Given the location of some sub counties, they sometimes pick their letters when the due dates of the communication had passes and this was said to have an effect on their performance. Internet

is never used to communicate to staff because a few staff are computer literate and their locations cannot allow them access internet services each time they need it.

A critical examination of the communication channels and methods of Arua District local government show that there are limited methods of communication in the district due to the access to the channels by some staff who are based in hard to reach locations. For instance, telephone calls to staff is sometimes affected by their position where by they might not be reached due to the poor network coverage in the areas, which sometimes limits their access to key information regarding the projects being implemented. Mostly letters are written and kept at the registry so that staff can check pick letter meant for them but the challenge is some access these letters when due dates have passed since they take long to check with the registry letters for communication. However, the study shows that employees performance had not relation with the communication channels and methods used. Employees try their best to access information sometimes from colleagues and do their best in their work and improve on their performance at work.

The study findings showed that communication and its methods and channels were not any related to employee performance because it reflected that there was a negative relationship between the variables. Which meant that any improvement in the methods and channels of communication does not have an effect on employee performance.

2.4. Summary of literature review.

There is rich literature about factors affecting employee performance and their influence on employee performance. The literature reviewed does not relate directly to employee performance in Arua district local government but can be used to investigate and identify issues that are affecting employee performance in ADLG. In the study it was found that factors of employee performance of working condition, supervision, and communication

were not related to performance. There is a negative relationship between the variables and any improvement in the factors does not affect the employee performance at all.

CHAPTER THREE

METHODOLOGY

3.1. Introduction

This chapter presented the research design, study population, sample size, and selection, data collection instruments, validity and reliability, data analysis and measurement.

The research involved a survey of ADLG employee. The research findings relied on data collected amongst employees. Data collection consisted of administering questionnaires and structured interview targeting employees and review of documents.

3.2. Research design.

This study adopted a descriptive and cross sectional design which offered information about a population at a given point in time. The researcher also adopted the above design because it was intended to gain immediate knowledge and information on factors affecting performance of employees of Arua district local government. (Mugenda and Mugenda, 2003)

The researcher used both qualitative and quantitative data, where the qualitative was used to analyse information obtained from the interviews that cannot be quantified while qualitative data will be used to analyse information obtained from respondents in the questionnaires.

3.3. Population of the Study

The study population was drawn from Arua district local government staff particularly focusing on 10 selected sub counties taking 48 staff working directly with projects (NAADS and NUSAF2), those included the sub county chiefs, community development officers, agricultural officers, and the accountant of the sub county who directly are custodians of the funds of those project accounts, 42 parish chiefs all in the selected sub counties. Therefore the researcher looked at a target population of 85 staff all are local government staff.

3.4. Sample Size determination and selection

The sample size was determined by a statistical table of (Krejcie and Morgan 1970) designed to find sample and the ratio method. The accessible population was 83 employees. The sample comprised of both female and male employees regardless of their background, or ethnicity.

Table: 2

Table for Category of staff.

Category	Population	Sample Size	Technique
Sub county chiefs	10	10	Purposive sampling
Community Development Officers	10	10	Purposive sampling
Accountant	10	10	Purposive sampling
Agricultural Officers	16	14	Simple random sampling
NAADS focal point person	1	1	Purposive sampling
NUSAF2 focal point person	1	1	Purposive sampling
Parish Chiefs	42	38	Simple random sampling
TOTAL	85	83	

Source: (Staff verification report 2012)

3.4.1 Simple random sampling

Simple random sampling technique was where every member in the sample population had equal chance of being selected. A list of employees was obtained using a random sampling from departments. The same procedure was used to select the other employees from sub

counties, that is the parish chiefs and agricultural officers, those individuals in ADLG by using personal judgement knowing that they had the required information needed for the successful completion of the study. (Mugenda and Mugenda, 2003)

3.4.2. Purposive sampling.

This technique is also known as judgemental sampling. Its one where selection of a sample size is based on the knowledge of a population and the purpose of the study. It helped to reach a targeted population very quickly. It also helped to sample people who have the relevant knowledge to the study. Amin (2005)

During the study, the researcher identified an accessible population who here all working with the project under study whom were taught to be knowledgeable and selected all the sample population to participate in response giving for the study to be successful.

3.5. Data Collection Methods.

A triangulation of methods was used to collect both qualitative and quantitative data. Primary data was collected by questionnaires and interview methods and secondary data was also obtained by review of documents.

3.5.1. Self-administered Questionnaire survey.

The questionnaire method is where the researcher uses questionnaire to reach his respondents to come up with a type of data he or she wants. Administering the questionnaires and observing people and phenomenon are among the main data collection methods in research. (Sekaran 2003) he defined the questionnaire as the reformulated written set of questions to which respondents record their answers usually within closely defined alternatives. Questionnaires enable elimination of biases and they are less costly and a researcher can reach many people in the shortest time.

Here questionnaires were prepared and later distributed to the respondents and given two weeks to return the filled questionnaires and thereafter, the filled questionnaires were prepared for entry, ready for analysis.

3.5.2. Interview

The interview method is where the investigation uses a face to face intervention to exchange views. It allows data to be collected from respondents without biases. It's an exchange of views between two or more people on a topic of mutual interest. They are effective since they can help the researcher know that certain respondents are deceptive. (Mugenda and Mugenda, 2003) It was for used for project focal persons because they were more knowledgeable on factors that affect employee performance as they had worked closely with these staff involved in these projects. The interview guide had at least three qualitative items on each major variable under study. These individuals were approached the researcher took them through the guide while taking note of important issues raised in the interactions during the interview.

3.5.3. Document analysis

It's the systematic qualitative description of the composition of the variables of the study. It also involved observation and detailed description of items or aspects understudy. It helped the researcher to save time and money. (Mugenda and Mugenda, 2003)

This involved review of texts or documents that were used to get reliable sources of evidence. This method helped the researcher to understand the policy and practice of Arua district local government. (Mugenda and Mugenda, 2003) it helps to review recorded information that is related to the issue under investigation. (Oso & Onen, 2008)

3.6. Data Collection Instruments

3.6.1. Questionnaire

It's a series of written questions for which the respondents have to provide the answer. Barifaijo et al (2010). A questionnaire was used by the researcher in the collection of data because of its efficiency in collection of qualitative and quantitative data. It was less expensive than interviews and it was easy to research the required respondents needed. Questionnaires can be more objective as a tool since they encourage standardised responses. The questionnaire was structured in different sections to look at dimension by dimension. Indicators under each dimension looked at in relation to the objective of the study. (Mugenda and Mugenda, 1999)

3.6.2. Interview Guide.

An interview guide is a set of questions that the researcher asked during the interview. An interview guide was prepared with un structured questions. (Mugenda and Mugenda 1999), (Kothari 2004). It was used for the 2 heads of project and for the chief administrative officer. These people are the senior staff responsible for those 2 projects and are direct controllers of all the staff in the sub counties. The interview guide had 3 questions on each variable under study. This guide was also used as it allowed the depth interactions with the officers to supplement the views from the self-administered questionnaires.

3.6.3. Document review

A number of documents that are used in the daily operations of the local governments. For example policy guidelines, operational manuals, performance appraisal templates, organisational structure, salary structures among others. It was reviewed systematically and this will be only qualitative description of objects and materials. (Mugenda and Mugenda 2003) .the researcher sort for permission from the office of the chief administrative officer to

review the relevant documents to the study, which was given to her for a period of 2 days and later submit them back to the relevant office.

3.7 Quality control of data collection of instruments.

3.7.1. Validity

Validity refers to how accurately the instruments will capture data that gives meaningful answers to the topic in question. It testified to how well the results obtained from the use of the measure fit the theories around which the test is designed. (Sekaran Uma 2003)

The researcher ensured content validity of the instruments by ensuring that questions or items in them conformed to the study's conceptual framework (table 1). Draft of the questionnaire and the interview guide were also given to two supervisors to evaluate the relevance, wording and clarity of questions or items in the instrument

3.7.2. Reliability of instruments.

Reliability is the degree to which the instrument consistently measures whatever it is supposed to measure. (Sekaran Uma 2003). Reliability of the instrument on multi-item variables (in Appendix 1, on working conditions, supervision, communication, and performance) were tested by the researcher through the Cronbach Alpha Method provided by SPSS. Results on reliability test were as given in (Table 3)

Cronbachs Alfa reliability coefficients was generated using the statistical package for social scientists (SPSS) computer program to estimate the reliability of the questionnaire. The Cronbachs Alfa reliability coefficient of above 0.7 will be accepted. (Sekaran, 2003).

Table 3: Cronbach Alpha Testing Reliability of the Instrument

Variables	Construct	Number of Items	Alpha
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Independent Variable	Working Conditions	7	0.779
	Supervision	7	0.852
	Communication	6	0.816
Dependent Variable	Performance	7	0.806

3.7.3. Data collection procedures

Up on acceptance of the proposal by Uganda Management Institute, the researcher was given a letter from the higher degrees department to the organisation where the research was conducted (ADLG) to be issued to the Chief Administrative Officer.

The researcher went to the personnel department of Arua district that was able to provide representative who introduced the researcher to the accessible population. At this stage, actual data was collected. The questionnaires were distributed to the respondents and collected in a period of about 3 weeks, which gave more time for the respondents to fill the questionnaires without being rushed. Then after all was done, the data collected was then coded, computer fed, interpreted and analysed after which a final report was produced.

3.8. Data Analysis

3.8.1. Quantitative Data

The quantitative data collected was managed by processing or preparing them for analysis and then later analysed. Data processing involved coding the data, before entering them into computer. Then data was edited for obvious errors. Summary frequency tables were generated to show the distribution of respondents by age, sex, and academic qualification. All the above was facilitated by using Statistical Package for Social Scientists (SPSS), version 13.0. The program helped to generate summary findings such as means, percentages and among others. The hypotheses of the study were tested using Pearson's linear correlation coefficient index because the variables were numerical that is they were relating a numerical dependent variable to a numerical independent variable.

3.8.2. Qualitative Data.

In qualitative data, interview responses was organised in themes and categories in order to support the hypothesis tested. The researcher was able to take note of all verbal responses given during the interviews by the heads of project and the chief administrative officer.

It was analysed in that they were arranged according to themes and sub themes of the key variables of the study. Descriptive analysis was used where by data from interviews were narratively presented from the field and later analysed. The interview findings were then interpreted to derive meaning, inferences and relationships between the study variables and reported as they were.

3.9. Measurements of variables.

The variables in the study were measured in relation to the indicators identified. For example (5) strongly agree (4) agree (3) not sure (2) disagree (1) strongly disagree. The measurement of variables was based on the indicators of the independent variables and the dependent variables as illustrated in the conceptual framework.

3.10. Chapter summary

In this chapter the researcher presented appropriate methodologies that helped in collecting the data on the different variables of the study so as to come up with the appropriate data and preparation for analysis and interpretation of findings to the study.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1. Introduction

This chapter presents, analysis, interpretation and presentation of findings as it was arranged according to the study objectives and includes; To examine the extent to which working conditions affect employee performance in Arua district local government, to determine the extent to which supervision affects employee performance in Arua district local government, and To assess how communication affects employees performance in Arua distinct local government.

4.2. Response Rate.

4.2.1: Table 4: Response Rate.

Sample size	Reached respondents	Invalid questionnaires	Unreturned questionnaires
83	73	9	3

Sample size for the study was 83 samples and 71 respondents were reached and able to give information, 9 Questionnaires were invalid where other respondents would tick wrongly or they did not have options, not to the point, while 3 questionnaires were not returned.

4.3 Classification of Background Variables

The 1st research question was about the extent to which working conditions affect the performance of employees of ADLG. A number of related statements were presented on working conditions and reacted to by the respondents based on 5 likert scale measurement. The results of 83 respondents are presented in this same chapter as follows.

4.3.1 Table 5: Distribution of Respondents by Age

Age	Frequency	Percentage
Below 20years	1	1.4
20-30years	18	25.4
31-40years	45	63.4
41-50years	7	9.9
Total	71	100

Source: field Research findings.

Table 5: shows that the categories of respondents of age group between 31-42 years were the majority contributing 63.4%. The category of respondents of age between 20-30 years followed with 25.4% while the minority of the respondents were aged 45-50 and those below 20 years. This age picture implies that all the respondents were mature enough and could give the required information for the subject under investigation. The age bracket of 31 to 40yrs is the highest at 63.4% which implies that most of the employees are mature and are in the productive age which would be able enough to work effectively and improve their performance from time to time.

4.3.2: Table 6: Distribution of Respondents by Gender

Marital Status	Frequency	Percentage
Male	34	47.9
Female	37	52.1
Total	71	100

Source: field Research findings.

Table 6: shows that the female category was the majority of the sample contributing 52.1% of the respondents, which suggested that majority of the respondents are female. The above findings revealed that female were more willing to participate in the study than the males. However, we cannot conclude that more female are employed in Arua District Local government but rather say that they were the most available in their stations.

4.3.3: Table 7: Distribution of Respondents by Level of Education.

Level of Education	Frequency	Percentage
Diploma	16	22.5
Degree	51	71.8
Masters	4	5.6
Total	71	100

Source: field Research findings

Table 7: shows that most of the respondents had acquired a bachelor’s degree with 71.8% while 22.5% of the respondents had diploma while those who had acquired masters were the minority of the sample. The above information implies that majority of the sample were knowledgeable and availed the right information for the study. This then showed that the information given is the right one.

4.4: Performance

Performance. Performance in the study was measured using seven quantitative and two qualitative questions which required the respondents to rate their level of performance. Responses to the quantitative questions were based on a likert scale where 5 represented “strongly Agree”, 4 represented “Agree”, 3 represented “Not Sure”, 2 represented “Disagree” and 1 represented “ Strongly Disagree”. Interviews were contacted to solicit answers for the qualitative questions. However for the sake of this research in representing the quantitative findings of the different questions given by the respondents, 5 represents very good, 4 represents good, 3 represents fair, 2 represents poor and 1 represents very poor as shown in

4.4.1: Table 8: Description of the dependent Variable:

Item	Very good	Good	Fair	Poor	Very poor	Mean	Remarks
I accomplish all my work assignments as desired	45.1%	45.1%	0%	8.5%	0%	4.2958	Good
I am efficient in my work	24%	63.4%	11.3%	1.4%	0%	4.0986	Good
I do my work effectively	26.8%	55%	17%	1.4%	0%	4.0563	Fair
I get satisfactory feedback from my customers/community	4.3%	28.2%	54.9%	9.8%	2.9%	3.1408	Good
I deliver timely service to the community	35.3%	55%	4.3%	5.7%	0%	4.2254	Good
I complete my assignments and report timely	17%	63.4%	1.4%	15.5%	0%	3.8310	Good

I offer up to date and quality service to my community	4.3%	51%	52.2%	2.9%	0%	3.619	Good
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Table 8: revealed that the item on “I accomplish all my work assignments as desired” had a higher cumulative percentage on the side that represented good of 92% compared to 8.5% that represented poor. This suggested that majority of the respondents’ accomplished their work assignments as desired. However the mean score of 4.3 which is 4 on the scale used reveals that the employees accomplished their assignments as desired. The item on “Am efficient in my work” had a higher cumulative percentage on the side that represented good with 87.4% compared to 1.4% that represented poor. This suggested that majority of the respondents were efficient in their work. However the mean score of 4.1 which is 4 on the scale used revealed that the respondents were good in their work.

The item on “I do my work effectively” had a higher cumulative percentage on the side that represented good with 81.1% compared to 1.4% that represented poor. This suggested that majority of the respondents were effective in their work. However the mean score of 4.0 which is 4 on the scale used revealed that the respondents were good in their work. The item on “I get satisfactory feedback from my customers/community” had a higher cumulative percentage on the side that represented good with 32.5% compared to 12.7% that represented poor. This suggested that majority of the respondents got satisfactory feedback. However the mean score of 3.1 which is 3 on the scale used revealed that the respondents were fair in getting feedback.

The item on “I deliver timely service to the community” had a higher cumulative percentage on the side that represented good with 90.3% compared 5.7% that represented poor. This suggested that majority of the respondents delivered services timely to the community. However the mean score of 4.2 which is 4 on the scale used revealed that the respondents

were good in delivering timely service to the community. The item on “I complete my assignments and report timely” had a higher cumulative percentage on the side that represented good with 80.4% compared with 15.5% that represented poor. This suggested that majority of the respondents completed their assignments and reports timely. However the mean score of 3.8 which is 4 on the scale used revealed that the respondents were good completing their assignments and reports. The item on “I offer up to date and quality service to my community” had a higher cumulative percentage on the side that represented good with 55.5% compared with 2.9% that represented poor. This suggested that majority of the respondents offered update service to the community. However the mean score of 3.6 which is 4 on the scale used revealed that the respondents were offering up to date service to the community.

Besides the quantitative items, vies from the NAADS coordinator and the NUSAF coordinator were made to react to the question “how efficient are your staff?” One responded that: my staff would be rated fairly well in efficiency because they always respond to their calls and perform their activities at the right time and as expected. The other responded that my staff is doing its best especially when it comes to project activities. I think they are efficient in their work and are not complaining.

During the past 5years, records in the registry show that 78% of the employees fill their appraisal forms timely to allow performance reviews by the technical planning committee, while the 23% have not either filled appraisal forms the last 1 or 2 or 3years. This implies that employees are committed to their work and performance is reviewed appropriately. It also gives the thinking that there are some other reasons for poor performance of employees that the district has to look at critically in order to close these gaps.

How do working conditions affect employee performance in Arua District Local Government.

4.5.1 Working Conditions: working conditions was conceptualised using seven quantitative and two qualitative questions which required the respondents to rate their level of working conditions. Responses to the quantitative questions were based on a likert scale where 5 represented “strongly Agree”, 4 represented “Agree”, 3 represented “Not Sure”, 2 represented “Disagree” and 1 represented “ Strongly Disagree”. Interviews were contacted to solicit answers for the qualitative questions. However for the sake of this research in representing the quantitative findings of the different questions given by the respondents, 5 represents very good, 4 represents good, 3 represents fair, 2 represents poor and 1 represents very poor as shown in Table table 9:

4.5.2. Table 9: Descriptive results of Working Conditions

Item	Very good	Good	Fair	Poor	Very poor	Mean	Remarks
1.My organisation is concerned of my safety	1.40%	12.7%	10%	15.5%	60.6%	1.8169	Poor
2. My orgn provides me with better housing and office space	1.5%	4.3%	3%	22.6%	70.5%	1.4366	Very poor
3. Am provided with sufficient medical facilities	0%	0%	3%	22.5%	74.6%	1.2817	Very poor

4. My orgn provides me with transptn and they are in good mechanical condition.	0%	11.3%	1.5%	55%	32.4%	1.9577	Poor
5. Iam provided with good office structure and facilities	1.40%	30%	11.3%	39.5%	21.3%	2.5352	Fair
6. My office is adequate to keep my work documents	4.3%	38.1%	8.5%	33.8%	18.3%	2.7746	Fair
7. Iam provided with adequate furniture	1.4%	39.5%	3%	36.7%	22.6%	2.6056	Fair

Source: field research findings.

Table 9: reveals that the item on “My organisation is concerned of my safety” had a higher cumulative percentage on the side that represented poor with 76.1% compared 14.1% that represented good. This suggested that majority of the respondents were not secure in the organization. However the mean score of 1.8 which is 2 on the scale used revealed that the respondents were not safe in their organization. The item on “My organisation provides me with better housing and office space” had a higher cumulative percentage on the side that

represented poor with 93.5% compared 5.8% that represented good. This suggested that majority of the respondents were not provided with better housing and office space. However the mean score of 1.4 which is 1 on the scale used revealed that the respondents were not provided with better housing and office space.

The item on “Am provided with sufficient medical facilities” had a higher cumulative percentage on the side that represented poor with 93.5% compared 5.8% that represented good. This suggested that majority of the respondents were not provided with better housing and office space. However the mean score of 1.4 which is 1 on the scale used revealed that the respondents were not provided with better housing and office space. The item on “My organization provides me with transportation and they are in good mechanical condition” had a higher cumulative percentage on the side that represented poor with 87.4% compared 11.3% that represented good. This suggested that majority of the respondents were not provided with transported. However the mean score of 1.9 which is 2 on the scale used revealed that the respondents were not provided with better transportation.

The item on “Iam provided with good office structure and facilities” had a higher cumulative percentage on the side that represented poor with 60.8% compared 31.4% that represented good. This suggested that majority of the respondents were not provided with good office structure and facilities. However the mean score of 2.5 which is 3 on the scale used revealed that the respondents were fairly provided with good office structure and facilities. The item on “My office is adequate to keep my work documents” had a higher cumulative percentage on the side that represented poor with 52.1% compared 42.4% that represented good. This suggested that majority of the respondents did not have adequate space to keep their work documents. However the mean score of 2.7 which is 3 on the scale used revealed that the respondents were fairly provided with space to keep their work documents. The item on “Iam

provided with adequate furniture” had a higher cumulative percentage on the side that represented poor with 59.3% compared 40.9% that represented good. This suggested that majority of the respondents were not provided adequate furniture. However the mean score of 2.6 which is 3 on the scale used revealed that the respondents were fairly provided with furniture.

In the 10 sub counties, it was seen that most employees report frequently to work and report timely to except those that do not live nearby the sub counties sometimes do not come or report late to duties. Arrival and departure book (2008 to date). This implies that a good percentage of employees come to work despite the poor working conditions the work in.

Besides the quantitative data, the qualitative data on the views of two purposively chosen heads of the 2 projects of NAADS and NUSAF2 were made to react to the question “What is your comment on the working conditions in which your staff work in regards to facilities, housing and safety?” they responded that, *staff have humble furniture and office space that are either shared or they are small for them to keep all work facilities. Staff also have no housing to live in around the office, some rent around the office, and others commute from town. About safety, every station has a police department to take responsibility of safety of staff.* To the same question, the other respondents said that facilities like furniture are ordinary which are poor and need improvements. About housing, they are varying from sub county to sub county, other sub counties that have local revenue base are able to construct better housing but others are in poor condition and others are being constructed following funding from central government for office space and office renovation. About safety, this respondent said that there are police to keep safe staff during work hours and there after they take full responsibility.

“In what ways are work conditions improved?” the NUSAF coordinator says that apart from facilitation movement to and from project sites in terms of fuel, they do not do anything to improve conditions but the central government is constructing new office blocks to some sub counties and renovating others while others remain un attended to. The NAADS coordinator responded that the project has not component for work condition improvement but rather make sure that staff are facilitated adequately to do their work.

“How does work conditions enhance the performance of employees?” the NUSAF coordinator responded that” *poor work conditions derail performance of employees but it is their personal efforts that make their perform to their best*”. *Employees are used to the conditions they are living in because almost all staff have the same work conditions.* Meanwhile the NAADS coordinator responded that *given the working conditions, performance of employees is not enhanced but rather it’s their initiative do to what is expected of them.*

The above data implies that sub county units lack good health facilities; there are not safety facilities for staff and no good housing facilities and office facilities for employees at their work place. For availability of the above mentioned conditions, employees were in disagreement implying that they are not adequate or not there at all. More over an aggregate mean of 2.0583 revealed in adequacy in working conditions and a standard deviation of 0.51449.

This implies that generally majority of the respondents revealed that there was no proper conditions at work for employees but at the same time, they all did not agree that it has an effect on their performance. This therefore means that they cannot do work better regardless of their working conditions.

4.5.3: Table 10: Correlation of working condition and performance.

	Work Cond	Performance of Arua District Local Government
Work Cond Pearson correlation Sig (2-tailed) N	1 71	-0.024 0.840 71
Perform Pearson Correlation of Arua District Local Government Sig (2 tailed) N	-0.024 0.840 71	1 71

Source: field Research findings. Correlation and Significant at the 0.01 level (2-tailed)

The study revealed sig. value 0.840 which is statistically insignificant due to the fact that it is above the accepted limits of 0.05 measured at 95% level of significance. This implies that an improvement in working conditions does not necessarily improvement in the employee performance. This there for rejects the hypothesis that working conditions affect employee performance in Arua District Local Government. This was substantiated by the results from oral interview where the NAADS district coordinator said that despite the poor working conditions staff do their best and always seek to beat their targets as expected. On the other note, " poor work conditions derail performance of employees but it's their personal efforts that make their perform to their best". Employees are used to the conditions they are living in because almost all staff have the same work conditions. This implies that whether aspects of working condition are promoted or not, it does not affect performance of employees at all.

4.5.4: Table 11: coefficient of working condition and employee performance.

		Unstandardized coefficients		Standardised employees	T	Sig
Model		B	Std error	Beta		
1	(Constant)	71.000	0.08204		0.840	0.840
	VAR00002	-0.024	0.08204	-0.024	0.840	0.840

Predictors: (constant) working condition. Source: primary data

In table 11, the value of calculated t is compared with the critical value of t with n-2 degrees of freedom, n being the number of respondents. The coefficients show the calculated value of t as .0. This is less than the tabled value of t with 71-2=69 degrees freedom. Hence the hypothesis that working condition does not affect the performance of employees of ADLG.

4.5.5: Table 12: Model Summary

Model summary				
Model	R	R Square	Adjusted square	R Std error of the estimate
1	-0.024	-0.024	-0.024	0.840

How do supervision affect performance of employees in Arua District Local Government

4.6: Supervision

Supervision: Supervision was conceptualised using seven quantitative and two qualitative questions which required the respondents to rate their level of working conditions. Responses to the quantitative questions were based on a likert scale where 5 represented “strongly Agree”, 4 represented “Agree”, 3 represented “Not Sure”, 2 represented “Disagree” and 1 represented “ Strongly Disagree”. Interviews were contacted to solicit answers for the qualitative questions. However for the sake of this research in representing the quantitative findings of the different questions given by the respondents, 5 represents very good, 4 represents good, 3 represents fair, 2 represents poor and 1 represents very poor as shown in Table 13.

4.6.2: Table 13: Descriptive results of Supervision

Item	SA	A	NS	DA	SDA	Mean	Remarks
1. I am involved in decisions that affect my job	1.4%	36.7%	15.5%	39%	7.1%	2.8592	Fair
2. I am supervised regularly	0%	24%	8.5%	52.2%	14.1%	2.4507	Poor
3. My performance is reviewed regularly and relevant departmental needs are identified	1.40%	32.4%	5.7%	42.3%	19.8%	2.5070	Fair
4. I am involved in all project activities	4.3%	32.4%	14.1%	39.5%	14.1%	2.6338	Fair
5. I am closely supervised by my supervisor	4.3%	24%	25.4%	38.1%	21.2%	2.4648	Poor
6. My supervisor is approachable	10%	26.8%	24%	25.4%	14.5%	2.8732	Fair
7. I am delegated regularly and adequately	1.4%	15.5%	7.1%	26.8%	48%	2.0000	Poor

Source: field research findings

Table 13: reveals that the item on “I am involved in decisions that affect my job” had a higher cumulative percentage on the side that represented poor with 46.1% compared 38.1% that represented good. This suggested that majority of the respondents were not involved in decisions that affected their job. However the mean score of 2.8 which is 3 on the scale used revealed that the respondents were fairly involved in decisions. The item on “ I am supervised regularly” had a higher cumulative percentage on the side that represented poor with 66.3% compared 24% that represented good. This suggested that majority of the respondents were not regularly supervised. However the mean score of 2.4 which is 2 on the scale used revealed that the respondents were not regularly supervised.

The item on “My performance is reviewed regularly and relevant departmental needs are identified” had a higher cumulative percentage on the side that represented poor with 62.1% compared 33.8% that represented good. This suggested that majority of the respondents

performance was not regularly reviewed. However the mean score of 2.5 which is 3 on the scale used revealed that the respondents' performance was fairly reviewed.

The item on "I am involved in all project activities" had a higher cumulative percentage on the side that represented poor with 53.6% compared 36.7% that represented good. This suggested that majority of the respondents were not involved in project activities. However the mean score of 2.6 which is 3 on the scale used revealed that the respondents were fairly in involvement in project activities.

The item on "I am closely supervised by my supervisor" had a higher cumulative percentage on the side that represented poor with 59.3% compared 28.3% that represented good. This suggested that majority of the respondents were not closely supervised by their supervisors. However the mean score of 2.4 which is 2 on the scale used revealed that the respondents were not supervised by their supervisors.

The item on "My supervisor is approachable" had a higher cumulative percentage on the side that represented poor with 39.9% compared 36.8% that represented good. This suggested that majority of the respondents supervisors were not approachable. However the mean score of 2.8 which is 3 on the scale used revealed that the respondents' supervisors were fairly approachable. The item on "I am delegated regularly and adequately" had a higher cumulative percentage on the side that represented poor with 74.8% compared 16.9% that represented good. This suggested that majority of the respondents were not regularly delegated. However the mean score of 2.0 which is 2 on the scale used revealed that the respondents were not regularly and adequately delegated.

Qualitative views of two purposively chosen project heads were made to react to the question: "How often do you have support supervision for your staff at lower local governments?" NUSAF coordinator responded that it depends on the need for support,

usually if there are new ideas to be included in a project line; they go to all sub counties to make sure that these ideas are included to improve their performance. The NAADS coordinator also said when there is need and that it's once a financial year. Meaning that they plan for one time support supervision and when the money is there they go but if the budget does not support then that very year, they don't do a support visit. He also said that sometimes they go for a support visit when a particular staff is seen not to be doing what he she is supposed to do rightly. The supervisor shows him or her the right way in order to improve on the general performance of that employee.

“Describe how supervisors relate with their employees?” the NAADS coordinator responded that, she thinks they relate well inters of their work but personally, she is not aware. Meanwhile the NUSAF coordinator said that sometimes they get complaints but they are not so serious problems on their relationships. They always compromise it when it comes to work. It does not affect their performance negatively.

“How does supervision enhance performance of employees?” the NAADS coordinator says that usually they do not do much support supervision but rather come in , in case of a problem because they are not facilitated well to do support supervision. Meanwhile the NUSAF coordinator stated that they do support supervision but only to weak staff who are identified from their performance that are not performing well and this usually improves their performance enormously. This information further imply the inadequacy of delegation, involvement of employees in all project activities, and generally a lack of support supervision and shows that majority of the respondents were in disagreement implying that they are not well supervised to work harder and improve performance. This can further be justified with aggregate mean of 2.5412 and a standard deviation of 0.8326 which indicates narrow divergence in the respondents views towards infrastructure.

The above findings show that supervision as regards delegation and employee involvement is not to standard and although very few agree with it. This implies that employees are not involved in their work and not delegated at all which derails performance of employees of Arua district local government.

4.6.3: Table 14: Correlation of supervision and performance.

	Supervise	Perform of ADLG
Supervise	Pearson correlation	1
	Sig (2-tailed)	-0.113
	N	0.348
		71
Perform of ADLG	Pearson Correlation	1
	Sig (2 tailed)	-0.113
	N	0.348
		71

Source: field Research findings. Correlation and Significant at the 0.01 level (2-tailed)

The correlation in the table above showed that there was a negative correlation between supervision and performance of Arua District Local Government with the correlation at -0.113 level of significance. The study also revealed a sig. value 0.348 which is statistically insignificant due to the fact that it is above the accept limit of 0.05 measured at 95% level of significance. This implies that an increase in the supervision of employees in their work does not necessarily increase the level of performance. This also therefore rejects the hypothesis that supervision affects employee performance in Arua district Local Government. This has been justified by the project coordinators that said that, *usually, they do not do much support supervision but rather come in , in case of a problem because they are not facilitated well to do support supervision.* Meanwhile the NUSAF coordinator stated that *they do support supervision but only to weak staff who are identified from their performance that are not performing well and this usually improves their performance enormously but we do not have a plan to do support supervision or even have budgets for it.*

4.6.4: Table 15: coefficient of supervision and employee performance.

		Unstandardized coefficients		Standardised employees	T	Sig
Model		B	Std error	Beta		
1	(Constant)	71.000	0.08204		0.348	0.348
	VAR00002	-0.113	0.08204	-0.113	0.348	0.348

Predictors: (constant) supervision. Source : primary data

In table 15, the value of calculated t is compared with the critical value of t with n-2 degrees of freedom, n being the number of respondents. The coefficients show the calculated value of t as .0. This is less than the tabled value of t with 71-2=69 degrees freedom. Hence the hypothesis that supervision does not affect the performance of employees of ADLG.

4.6.5: Table 16: Model Summary

Model summary				
Model	R	R Square	Adjusted square	R Std error of the estimate
1	-0.113	-0.113	-0.113	0.08204

Predictors: (constant) supervision.

How do communication affect employee performance in Arua District Local Government.

4.7: Communication.

Communication was conceptualised using seven quantitative and two qualitative questions which required the respondents to rate their level of working conditions. Responses to the quantitative questions were based on a likert scale where 5 represented “strongly Agree”, 4 represented “Agree”, 3 represented “Not Sure”, 2 represented “Disagree” and 1 represented “Strongly Disagree”. Interviews were contacted to solicit answers for the qualitative questions. However for the sake of this research in representing the quantitative findings of the different questions given by the respondents, 5 represents very good, 4 represents good, 3 represents fair, 2 represents poor and 1 represents very poor as shown in Table 17.

4.7.1: Table 17: Descriptive statistics for Communication

	Very good	Good	Fair	Poor	Very poor	Mean	Remarks
I have good communication between my supervisors and me	4.3%	52.2%	4.3%	34%	4.3%	3.1690	Fair
My supervisor is open	5.7%	25.4%	31%	28.2%	8.5%	2.9296	Fair
Communication channels in my organization are clear to me	2.9%	29.6%	35.3%	28.2%	2.9%	3.0423	Fair
The communication method used is the most reliable to me	4.3%	31%	17%	43.7%	4.3%	2.8873	Fair
My organization has put in place well-functioning communication systems	0%	9.9%	5.7%	35.3%	47.9%	1.7746	Poor
My organization's method of communication is very	1.4%	9.8%	9.8%	21.2%	56.4%	1.8028	Poor

Source: field research findings

Table 17: reveals that the item on “I have good communication between my supervisors and me” had a higher cumulative percentage on the side that represented good with 56.5% compared 38.3% that represented poor. This suggested that majority of the respondents had good communication with their supervisors. However the mean score of 3.2 which is 3 on the scale used revealed that the respondents’ supervisors were fairly approachable. The item on “My supervisor is open” had a higher cumulative percentage on the side that represented poor with 36.7% compared 31.1% that represented good. This suggested that majority of the respondents supervisors were open. However the mean score of 2.9 which is 3 on the scale used revealed that the respondents’ supervisors were open.

The item on “Communication channels in my organization are clear to me” had a higher cumulative percentage on the side that represented good with 32.5% compared 31.1% that represented poor. This suggested that majority of the respondents had clear communication channel. However the mean score of 3.0 which is 3 on the scale used revealed that their

communication channels were fairly clear. The item on “The communication method used is the most reliable to me” had a higher cumulative percent on the side that represented poor with 48% compared 35.3% that represented good. This suggested that majority of the respondents communication method was reliable. However the mean score of 2.8 which is 3 on the scale used revealed that the respondents’ had fair methods of communication.

The item on “My organisation has put in place well-functioning communication systems” had a higher cumulative percentage on the side that represented poor with 83.2% compared 9.9% that represented good. This suggested that majority of the respondents did not have well-functioning communication systems. However the mean score of 1.77 which is 2 on the scale used revealed that the respondents’ had poor communication systems. The item on “My organizations method of communication is very clear” had a higher cumulative percent on the side that represented poor with 77.6% compared 11.2% that represented good. This suggested that majority of the respondents had poor communication. However the mean score of 1.8 which is 2 on the scale used revealed that the respondents’ communication was clear.

Qualitatively, two purposively chosen project heads commented on communication on the question” In what ways is information disseminated to employees both at district and sub county levels? Information is disseminated through reports, letters, notice boards, and radios. Most staff get access to these ways of dissemination but sometimes others get it late especially the noticeboards and letters because they take late to check the registry and the notice boards. The other respondent says that we disseminate through the notice board and letters. Most staff get access to the places where the notice board is and the registry where letters are kept. We usually have a longer period for response so that all staff get the information before the time for feedback. He added that I have no regret using those ways for dissemination.

“what communication methods are used to send information to sub county staff?” The NUSAF coordinated responded that they send information through letters and sometimes they are announced over radio which they found was very reliable. Meanwhile the NAADS coordinator responded that she uses radio, letters and when during emergency situations, the call staff and if some staff phones are off, they send the drivers to call them or colleagues inform them and they always respond.

What would you describe the communication between employees and their supervisors?” the NUSAF coordinator explained that some employees communicate well among themselves but sometimes if there are differences due to some work differences which is understandable to him. He says these cases are also minimal.

The NAADS coordinator says that communication between staff and their supervisors sometimes depends on the situations that they are in. Sometimes if supervisors do not give their employees the necessary facilitations to get work done, the communication breaks and creates a gap. She also said that employees that have same sex supervisors usually have communication gaps and especially between women but we understand that usually in case of serious gaps we come in and do transfers or solve unpleasant situations that have occurred but this does not stop employees from doing their work.

All these above findings imply the lack of safe and reliable communication channels and methods, lack of well-functioning systems, and poor communication between employees and their supervisors. Here it indicates further that majority of the respondents were in disagreement with the questionnaire survey statements implying they are not adequate and reliable to communicate well in the district to improve performance. This is being indicated also by the aggregated mean of 2.6009 revealed inadequacy of communication

channels and methods of communication and a standard deviation 0.7375 indicates a narrow divergence in the respondents views towards communication.

The above findings clearly show that the overall communication in the district is not as desired although some employees to a lesser extend agreed that there is a good communication methods and channels in the district. this implies that communication within the local government is very poor.

4.7.2: Table 18: Correlations of Communication and Performance

	Communi	Perform of ADLG
Communi Pearson correlation	1	-0.015
Sig (2-tailed)		0.903
N	71	71
Perform of ADLG Pearson Correlation	-0.015	1
Sig (2 tailed)	0.903	
N	71	71

Source: field Research findings.

The correlation in the table above showed that there was a negative correlation between communication and performance of Arua District Local Government with the correlation at -- 0.015 level of significance. The study also revealed a sig. value 0.903 which is statistically insignificant due to the fact that it is above the accept limit of 0.05 measured at 95% level of significance. This implies that an increase in the level of communication does not necessarily increase the level of performance. This also therefore rejects the hypothesis that communication affects employee performance in Arua district Local Government. This has been justified by the project coordinators that said that,” there are a number of communication methods and channels commonly used to give information to employees about projects but usually we used the fastest and safer ones. For example, through letters and text messages. However, this does not affect their performance because every staff knows

their targets to be achieved and they always beat those targets despite the poor or delayed communication methods.”

4.7.3: Table 19: Coefficient of Communication and Employee Performance.

		Unstandardized coefficients		Standardised employees	T	Sig
Model		B	Std error	beta		
1	(Constant)	71.000	0.08204		0.903	0.903
	VAR00002	-0.113	0.08204	-0.113	0.903	0.903

Predictors: (constant) supervision. Source : primary data

In table 19, the value of calculated t is compared with the critical value of t with n-2 degrees of freedom, n being the number of respondents. The coefficients show the calculated value of t as .0. This is less than the tabled value of t with 71-2=69 degrees freedom. Hence the hypothesis that supervision does not affect the performance of employees of ADLG.

4.7.4: Table 20: Model Summary

Model summary				
Model	R	R Square	Adjusted square	R Std error of the estimate
1	-0.015	-0.015	-0.015	0.08204

Predictors: (constant) supervision.

4.5. Chapter Summary.

This chapter presented analysis, interpretation, and presentation of findings to the study undertaken. It is the chapter that displayed the findings of this study so that the researcher can be able to establish the real situations on ground that was able to allow her draw possible conclusion and be able to come with appropriate conclusion and recommendations to the gaps that exist as discussed in the next chapter five.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter summarises the main findings arising out of the data presentation and analysis of the previous chapter in order to conduct a meaningful discussion of the results, draw conclusions, and make recommendations. The discussion, conclusions, and recommendations are presented on the basis of the research questions derived from the study objectives.

5.2. Summary

The study was about the factors affecting employee performance in Arua District Local Government in northern Uganda. The study in the first objective, working condition was found to be poorly promoted in the organisation and it was also established that working conditions does not lead to performance of ADLG. At the same time the findings also presented by the use of a Pearson correlation that there is a negative relationship between the two variables -0.024 . Meaning that working condition as a factor does not affect employee performance and an improvement in the aspects of working conditions does not affect performance at all.

Furthermore, in the 2nd objective, supervision was also found to be less promoted and practiced by supervisors at lower local governments according to the results found during the study. The correlation results also showed a negative correlation between supervision and performance of -0.113 . Meaning, whether supervision aspects are not improved, employees will beat their targets as expected.

In the 3rd objective, As far as communication was concerned, it was established that communication methods and channels in the organisation are not well promoted in the organisation as far as the findings of the study confirmed. Therefore, the factors of

communication do not affect the performance of ADLG as reflected in the findings in chapter four. The correlation results also showed a negative correlation between communication and performance with the results of -0.015. this means that whether communication channels and methods are improved, employees will beat targets as expected.

5.3. Discussion of the Findings

This sub section discusses the findings of the study according to the research question one in order to capture and review major findings while relating them to the purpose of the study.

5.3.1. Working condition and its effect on the performance of Arua District Local Government.

The first research question sought to establish whether and to what extend working condition affects the performance of ADLG. From the relevant results presented in tables 7, 8, and 9, it was established that there is a concern for a degree of working condition in the local government. It was established from the questionnaire results that working condition has not been related to performance. It's in contrast with the views of (Jones 2007), in his study of working conditions that states that work environment includes physical space and interpersonal relationships with co-workers. The physical space includes physical facilities like building, canteens, and staff clinic.

It also contrasts with the views of (Kaaya 2007) that argues that if an employer does not make the working conditions bearable, employees will not want to come into employment and will exploit loopholes in the system. He proposes that to overcome this, management should promote a positive approach to sickness management, provide free confidential advice line to staff, establish stress committee, and hold stress workshops.

(David Evants 1999), agrees with the current findings that Genuine concern in the safety and welfare of employees is not only a general motivator, but may also help to improve

employees' safety awareness that all employees should be concerned about employees' safety and welfare. He also somehow contrasts with the current findings that the notion of a healthy working environment as the responsibility of an organisation which should create and provide conditions conducive to good health and high performance.

The findings also differed from Obion, Masau, Wagoki and Karanja (2013)'s study on the effects of organizational work conditions on employee performance in the hotel industry in Kenya, who found out that there was a higher employee performance with good conditions which had strong positive correlation with employee job performance.

Naikote and Bakkabulindi (2011)'s study on work environment and safety of employee productivity in Uganda Christian University who found out that there was no significant relationship between work environment and productivity of employees. The study findings however led to the conclusion that working conditions do not affect the performance of employees in Arua District local Government. Other findings in the document review of the staff performance review guideline showed that there are performance targets for lower local governments taking the fact that these lower local governments are in hard to reach areas. It has also been found that with good working conditions, every lower local government employee showed better results in their work.

The above assertions are further supported by the correlation coefficient results in the study showed a negative relationship between working condition and the performance of the employees of ADLG as presented by -0.024 at 0.01 level of significance. The correlation results indicated that the current working condition improvement efforts have not led to positive results as far as performance of ADLG of the 2 projects was concerned. The results show that working condition is not a predictor of performance in the projects in ADLG.

According to the study findings in chapter five, it showed that Working condition statistical analysis explained 0.478% of the variations in the performance of ADLG in the 2 projects of NAADS and NUSAF2. This implied that this indicator is not a predictor in the variations in the dependent variable as it does not influence the performance of ADLG projects. The general analysis from the above findings generally showed that working condition was either rarely improved or not streamlined at all to the current needs of the employees. This is in line with European journal of social sciences –Volume 13, number 2(2010), that working condition as a concept is seen as a mixture of issues aimed at improving performance of personnel in organisations for the attainment of continuous improvements in productivity. In this same journal, it is indicated that, one of the potent factors militating against the good performance of employees (organisations) is inadequate working conditions.

5.3.2. Supervision and its effects on the performance of employees working with NAADS, NUSAF2 in ADLG.

It stated that supervision does not have a relationship with performance. In response, a number of responses which were analysed and discussed as derived from table 13. It was generally learnt that supervision in ADLG was still less promoted and adhered to as expected but it was also found that it has no significant relationship with the performance of ADLG employees in the named projects.

This implied that employees who were neither delegated nor involved still performed well in their work as expected. For example as reflected in the questionnaire responses whereby it was established that the supervisor rarely supervise its employees for better performance, limited decisions of jobs, project activities, limited or no delegation of staff among others.

As far as the correlation results were concerned, supervision reflected a perfect negative relationship with the performance of ADLG employees. The statistical analysis explained a

0.693% of the variations in the performance of ADLG. This also showed that supervision is not a predictor for the variations in the performance.

This is in contrast of the views of Armstrong (2003), who argues that supervision and supervision systems should be designed to result in desired employee performance regarding aspects such as quality of work (reports), the quantity of work done, the time taken to accomplish the tasks and the overall organisational profitability (performance).

At the same time, Armstrong (2003), also disagrees with this current findings that Supervision is also a drive for increased efficiency and it's based on a basic philosophy of the earlier industrial revolutions that say 'idle ness is sin'. But people had not just to work for work sake, but to help make profits for firm's owners.

Leslie and Lloyd (1998), disagrees with the same findings that supervision is also concerned with encouraging the members of a work unit to contribute positively toward accomplishing the organisation's goals and objectives. Supervisors must learn to make good decisions, communicate well with people, and make proper work assignments since it's vital for organisation's success and employee performance.

Evants (1999), Where there is an adequate work supervision during and after work, employees are encouraged to do their best while working and they tend to yield quality and high productivity which is contrary to the recent findings of this study.

Robbins (2003) also disagrees with the findings that involvement and delegation of employees by supervisors is constantly found to be among best behaviours that are likely to encourage repetition which may likely help improve performance. Un involved and delegated employees always remain un motivated and this negatively impact on their performance.

Also in disagreement is William (1996), who maintains that managers need to assign duties, grant authority and create sense of responsibility through delegation . This is supported by Armstrong (1997) and Denny (1997). William further argues that responsibility should be viewed as an important factor while motivating people for a better performance. Where the staff delegated does not have the right qualifications in regard to the duties assigned/delegated performance tends to be poor.

The interview results also largely showed that supervision had not done much in positively affecting performance as majority showed employees did not mind of working without supervision, delegation to encourage them do their work better.

5.3.3. Communication and its effect on the performance of Arua District Local government employees in particular projects.

The third question attempted to establish how communication affects the performance of ADLG. However, during analysis of the study findings using correlation method, communication also reflected a significant negative relationship with performance of ADLG with a correlation of -0.015 at level 0.05 level of significance. Statistical explained 0.544% variation in the performance of ADLG. This has been shown in the lack of well-functioning systems, unreliable channels, and unsafe methods of delivery among other hindering factors. All these were said to discourage the staff to perform to their best to improve performance of ADLG. This implied that communication and employee performance do not have any effect on the other and that in the absence of communication, employees will be able to go miles and perform as expected.

Oates (2010), strongly disagrees with the above findings that Efficient communication methods and channels are a prerequisite for good performance because all employees will be in touch with issues and other employees to share information which is relevant to their work,

hence improving performance of employees, however poor communication channel and method are a challenge to good employee performance since employees will not have access to each other and supervisors in case of any work communication, hence affecting employee performance .

Contrary to the above findings, Sharply (2002) suggested a model that centred on communication factor as having effect on individual interventions are significantly linked to work demand. To him the manner in which individuals react differently to work demand, setbacks, and disappointments is important and should be considered in order to get insight in to issues that affect performance.

Cheese man and wood (2008) disagreed and argued that strong relationships among employees where information flows down wards and also upwards since they are stake holders in the organisation. Employees can also communicate among and each other and share ideas, facts which help improve their performance.

(Cole 1996) contrasts with the findings that, formal type of communication also promotes skills of communication among people using it especially among a working group that are working towards achieving a goal in an organisation which is usually seen as a steering wheel for good performance.

Torrington et al (2002) agrees with the above findings that communication alone cannot improve performances of an organisation. Individual initiatives of the working groups tend to do a lot in improving their performance on job done. The study finding however, led to the conclusion that an emphasis can still be put in communication since there is a certain percentage of employees that agree that the lack of communication affects them and also do a

lot in other factors apart from communication in order to improve on the total performance of employees.

5.4. Conclusions to the findings.

The study findings, generally presents that working condition, supervision and communication factors have not had a positive relationship with the performance of ADLG employees working with project of NAADS and NUSAF2. This is due to other salient issues that affect both variables that have not been addressed. This explained why the performance was said to be very low despite the efforts by the District and central government to work towards performance improvements.

5.4.1. Working condition and its effect on performance.

The study concludes that there is a negative relationship between working conditions and performance and there fore, there is no effect on employee performance even though the working conditions are not up to standards or lacking. That is employee safety, housing and facilities, medical facilities, transportation and space do not significantly contribute to employees performance.

Meaning that the Availability of working conditions alone does not significantly affect their performance when not improved with relevant, quality facilities which can have a positive effect on employee performance.

Improving working conditions is not very essential to the performance of employees of Arua District Local Government.

5.4.2. Supervision and its effect on performance of ADLG.

This study concluded that employee supervision does not affect their performance. That is employee involvement, employee delegation, support supervision, performance reviews do not contribute significantly to employee performance.

Availability of the above aspects of supervision alone does not affect their performance even if they were improved among employees working with the NUSAF and NAADS projects.

This means that an improvement in the aspects of supervision is not essential because it doesn't lead to an improvement in the performance of employees in the organisation.

5.4.3. Communication and its effect on performance in ADLG

The study concludes that colleagues of employees play an important role in communicating to staff who are far and cannot get hold of letters at the registry calling for meetings and other official meetings pertaining to the projects in question.

Even without the improvement of communication channels and their availability, employee performance would not be affected. Employees have a will power to always do what is expected of them.

5.5. Recommendations

These were aligned to the objectives of the study. From the foregoing conclusions the researcher made the following recommendations pertaining to factors affecting employee performance in Arua District Local Government.

5.5.1. Working condition and its effect on performance of ADLG

Working condition has proved not to affect the performance of the employees as thought by the researcher. The employer, Arua District Local Government should look at other factors that would perhaps influence their performance on job. However there is a smaller extent of influence in a few lower local governments where employees showed that working condition had an effect should be addressed well in order to close the gaps identified in the study.

There is need for the local government to find ways of providing better transportation facilities of good mechanical conditions to employees so as to boost their interest to work to improve their general performance.

5.5.2. Supervision and its effect on performance in ADLG

The study shows that there is no relationship between supervision and performance of employees but in order to completely close the few existing gaps, there is need for strengthening supervision systems and strategies in the district for the staff if everybody is to feel part of the organisation and be more committed to work for better performance. There should be more emphasis on delegation, involvement, decision making by employee and support supervision. Issues of performance appraisals should be looked at closely and encourage staff to be appraised frequently.

There is need to step up the support supervision by the responsible staff so as to correct some of the performance gaps before the situation deteriorates. This kind of supervision should be done regularly and in a friendly way so as to let the new or junior staff open up and freely bring out their challenges.

5.5.3. Communication and its effect on performance of ADLG employees

The district should set up specific information handling data base on projects in order to ensure that all employees have access to the same information with the rest of the employees working with the same project and ensure information safety.

There should be an identified reliable communication channel for information dissemination so that other employees do not miss some important information.

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APPENDIX 1

QUESTIONNAIRE

Dear respondent,

You have been selected to respond in this research on factors affecting employee performance in projects like NAADS and NUSAF2 in Arua District Local Government, in Northern Uganda leading to the award of master's degree in Business Administration, Uganda Management Institute.

To guarantee anonymity and confidentiality, please do not write your name or any identifying marks on the questionnaire.

SECTION A: Background (please circle appropriate response)

A1. Age of respondent.

1. Below 20yrs 2. 20yrs-30yrs 3. 31yrs-40yrs 4. 41yrs-50yrs 5. Above 50yrs

A2. Gender of response.

1. Male 2. Female

A3. Education level of respondent

1. Certificate 2. Diploma 3. Bachelor's degree 4. Master's degree 5. Others explain

SECTION B: factors affecting employee performance.

Please indicate how much you agree or disagree with each of the following statements at your work place. Tick one space for each question.

5. Strongly agree 4. Agree 3. Not sure 2. Disagree 1. Strongly disagree

5. Strongly agree 4. Agree 3. Not sure 2. Disagree 1. Strongly disagree.	5	4	3	2	1
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(B)WORKING CONDITION						
B1.1	My organisation is concerned of my safety					
B1.2	My organisation provides me with better housing and office space					
B1.3	Am provided with sufficient medical facilities					
B1.4	My organisation provides me with transportation and they are in good condition					
B1.5	Iam provided with good office structure and facilities					
B1.6	My office/working space is adequate to keep my work documents					
B1.6	Iam provided with adequate furniture					
(B2) SUPERVISION						
B2.1	Iam involved in decisions that affect my job					
B2.2	Iam supervised regularly					
B2.3	My performance is reviewed regularly and relevant					

	departmental needs are identified					
B2.4	I am involved in all project activities					
B2.5	I am closely supervised by my supervisor					
B2.6	My supervisor is approachable					
B2.7	I am delegated regularly and adequately					
(B3) COMMUNICATION						
B3.1	I have good communication between my supervisors and me					
B3.2	My supervisor is open					
B3.3	Communication channels in my organisation are clear to me					
B3.4	Communication method used is the most reliable to me					
B3.5	My organisation has put in place well-functioning communication					
B3.6	My organisations method of communication is very reliable and safe					

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SECTION C: Employee Performance.

Please indicate how much you agree or disagree with each of the following statements at your work place. Please circle the one appropriate.

5. Strongly agree 4. Agree 3. Not sure 2. Disagree 1. Strongly disagree

		5	4	3	2	1
C1.1	I accomplish all my work assignments as desired					
C1.2	I am efficient in my work					
C1.3	I do my work effectively					
C1.4	I get satisfactory feedback from my customers/community					
C1.5	I deliver timely service to the community					
C1.6	I complete my assignments and report timely					
C1.7	I offer up to date and quality service to my community					

APPENDIX 2

INTERVIEW GUIDE

Dear respondent,

You have been selected to respond in this research on factors affecting employee performance in Arua District Local Government, in Northern Uganda leading to the award of master's degree in Business Administration, Uganda Management Institute. Take note that your responses will be treated with utmost confidentiality and will be used for academic purposes only.

Thank you,

Alesi Juliet

1. Unit 1. Education department 2. National Agricultural Advisory Services 3. Northern Uganda Social Action Fund 4. Health department

2. Relation ship of respondent to the unit.

1. Project coordinator 2. Head of department

3. Communication:

- 3.1. In what ways are information disseminated to employees both at district and sub county levels?

- 3.2. What communication methods are used to send information to sub county staff?

- 3.3. How would you describe the communication between employees and their Supervisors?

4. Supervision:

- 4.1 How often do you have support supervision for your staff at lower local governments?

- 4.2 Describe how supervisors relate with employees at lower local government (Sub County)?

- 4.3 How does supervision enhance performance of your employees?

5. Working condition:

- 5.1 What is your comment on the working conditions in which your staff work in regards to facilities, housing and safety?
- 5.2 In what ways are your work conditions improved?
- 5.3 How how does working conditions enhance the performance of employees?

APPENDIX 3

DOCUMENT ANALYSIS CHECK LIST

1. Key Projects Manuals and guidelines
2. Arrival registers to see if employees are committed and arrive early to work.
3. Appraisal reports forms and files to see if they filled timely to measure performance.

APPENDIX 4

WORK PLAN AND TIME FRAME

Project end November 2013

No	Activity	Details	Timeframe	Comment
01	Preparation of draft proposal and meet with supervisor		1 st feb to 30 th march 2013	On going
02	Proposal presentation		15 th may 2013	done
03	Final correction of proposal	Editing gaps from the presentation	15 th may to 30 th may 2013	On going
04	Submission of the approved proposal to the Arua district local government.	Proposal to be reviewed by the district technical committee before data collection	1 st june 2013	
05	Data collection	Questionnaires to be given out	June to july 2013	
06	Data analysis		September	
07	Conclusions and recommendation		September 2013	
08	Presentation of draft dissertation to supervisors	Corrections and editing.	October 2013	
09	Viva	Presentation of	November 2013	

		the dissertation		
10	Presentation and handing in the final dissertation	Correction of gaps and errors	November 2013	