

Organizational Factors Affecting Employee Performance: A Case Study Of Alebtong District Local Government

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Abstract: The study examined the organizational factors affecting employee performance, taking a case study of Alebtong District Local Government with the specific objectives of finding out how organizational communication influences staff performance; assessing how organizational culture influences staff performance; and establishing how organizational commitment influences performance of staffs at Alebtong District Local Government. The researcher used a descriptive cross sectional study design and both primary and secondary data were used. Primary data was obtained by use of self-administered questionnaires, focus group discussion and interview guide while secondary data was obtained from journals, theses, books and the internet. A sample size of 136 respondents was considered. From the study, there is a significant positive relationship between organizational communication and performance of employees ($r=0.315$, $p<0.05$). There is also a significant positive relationship between organizational culture and performance of employees ($r=0.284$, $p<0.05$). However, there is no relationship between organizational commitment and performance of employees at ADLG ($r=0.055$, $p>0.05$). The recommended that Management should create opportunities for more informal time for employees to interact with managers. There is also need to communicate frequently. There is need to build and improve teamwork. There is also need for leadership development at the district. There is need to encourage employee innovation.

Keywords— organizational; factors; employee; performance;

INTRODUCTION

BACKGROUND OF THE STUDY

The need to manage employee performance is as old as organizational behavior and management studies. Over the years, many practices, techniques, tools, theories, philosophies and systems have been developed and used to manage employee performance. Since the 1960s when organizational scientists such as Agyris (1964), Likert (1961), and Mc Gregor (1960) suggested that the way employees experience their work would affect their performance, organizations have been seeking to empower individuals to perform better and reduce on the causes that affect employee productivity. This study investigated the organizational factors that affect employee performance with particular focus to Alebtong District Local Government.

Mudor and Tookon (2011) contend that every organization desires to be successful as much as current environment is very competitive. Organizations irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organizational effectiveness. In order to overcome challenges, organizations should create a strong and positive relationship with its employees, direct them towards task fulfillment and ensure they have job satisfaction (Fisher, 2012). In order to achieve their goals and objectives, organizations develop strategies to compete in highly competitive markets and to increase their performance. Nevertheless, just a few organizations consider the human capital as being their main asset, capable of leading

them to success or if not managed properly can lead to failure of the organization and high staff turnover (Fisher, 2012).

The effective performance of staffs recruited in local governments is measured through generic performance areas determined by Ministry of Local Government which include; development planning and management, Local revenue generation/enhancement, capacity building, organization structure, communication and accountability, staff functional capacity and monitoring and evaluation. (MoLG, Participants' handbook for lower Local Governments, August, 2003). From the Annual National Assessment exercise of performance of Local Governments, some districts and Lower Local Governments have been ranked as poor performers thus penalized, others ranked as static while others ranked as progressive thus rewarded with bonuses of 20% increment on their Local Development Grant in terms of LGMSDP funds to these LGs. The penalized LGs have had a 20% deduction of their LDG allocation while the static ones have maintained their share. (Annual assessment of minimum conditions and performance measurers for LGs, 2015. final synthesis report, February 2016). A 2017 District Council Score-Card Report by ACODE revealed that despite advances made in various areas, the level of service provision remained below target levels in Alebtong District. According to a 2017 Auditor General's report on Alebtong District, an analysis of recovery of the Youth Livelihood Programme (YLP) funds by the District revealed low recovery of UGX.74,125,500(18 %), out of UGX. 411,886,150 due for recovery as at 30th June 2017, leaving a balance of UGX.337,760,650 (82%) outstanding. Low recovery adversely impact on government objectives of setting up the program as revolving fund to

empower the youth in Uganda to harness their socio-economic potential and increase self-employment opportunities and income levels. Also from the 2017 Auditor General's report, it was noted that of the budgeted revenue of UGX.17,744,610,816 the district received UGX.17,041,079,752 (96%) resulting into a shortfall of UGX.703,531,064 (4%). It was also noted that a number of planned outputs for an amount of UGX.135,706,508 were not implemented. The most greatly affected outputs included classrooms construction and maintenance of roads. The failure to implement all the planned activities was a result of lack of capacity. All these point out to the poor performance of Alebtong District Local Government (ADLG) staffs.

PROBLEM STATEMENT

In public service, staff performance is an important aspect in service delivery among the population because the way staffs perform determines how services will reach the people. Most local governments in Uganda are characterized by poor job performance of staff as they deliver services to the people. This is experienced in areas of efficiency, effectiveness, accountability, absenteeism, poor time management, low revenue collection, delivery of poor quality goods and services, failure to hold departmental monthly and quarterly meetings, general lack of interest, and lack of commitment by staff (ACODE, 2017). A 2016 Ministry of Public Service Comprehensive Review Of Local Governments report indicated that in Alebtong District Local Government, there was unpaid PAYE amounting to UGX 103,178,772 due to Uganda Revenue Authority and the district had not submitted a board of survey report to the Ministry of Finance Planning and Economic Development. Also, the report revealed that expenditure amounting to UGX 39,503,500 was unaccounted for. The report indicated that recoveries were underway but some of the recoveries had failed because the affected officers had loans and their entire salaries were being deducted. A 2018 report by the parliamentary committee on public accounts (local government) in Alebtong District indicated that an amount of UGX 351,230,798 relating to salary arrears dating as far back as 2008 was still under verification by the Ministry of Finance, Planning and Economic Development. The report also revealed that there were missing documents like: the Health management Information System (HMIS) book that records expired drugs; dispensing logs for maternity and laboratory for oxytocin, gloves, sutures, determine and medicine requisition booklets for the different departments. If

this trend continues and is not addressed, service delivery may continue deteriorating and Alebtong District Local Government will be at stake. This apprehension motivated the researcher to research into the organizational factors affecting employee performance in Local Governments taking a case study of Alebtong District Local Government.

PURPOSE OF THE STUDY

The purpose of this study was to examine the organizational factors affecting employee performance, taking a case study of Alebtong District Local Government.

SPECIFIC OBJECTIVES

The specific objectives of this study were to;

- i. To find out how organizational communication influences staff performance at Alebtong District Local Government.
- ii. To assess how organizational culture influences staff performance at Alebtong District Local Government.
- iii. To establish how organizational commitment influences performance of staffs at Alebtong District Local Government.

METHODOLOGY

RESEARCH DESIGN

The researcher adopted a descriptive correlational survey design for the study because study was concerned with finding out how organizational communication, organizational culture, and organizational commitment influence staff performance.

STUDY POPULATION

The study focused on a target population of 136, comprising of traditional civil servants in their respective categories: Top Management (CAO, Heads of Department), Middle Management (Sub County Chiefs/Town Clerks), and Lower Management (other Staffs).

SAMPLE SIZE AND SELECTION

The sample was selected from the accessible population of 136, the researcher determined the sample size using a statistical table by Krejcie and Morgan stated in Amin, (2005) which presented a sample size of 96 from the Top, Middle and Lower Management.

Table 3.3: Sample frame for the research

Respondents	Total population	Sample size	Sampling technique
Top Management (Heads of Department)	11	8	Purposive sampling
Sub County Chiefs	6	4	Purposive sampling
Town Clerks	3	2	Purposive sampling
Lower Management (Other Civil Servants)	116	82	Stratified sampling
Total	136	96	

Source: ADLG Human Resource Department Records (2022)

SAMPLING PROCEDURE

The sampling techniques that were used by the researcher were stratified random (probability) and purposive (non-probability) sampling techniques.

STRATIFIED SAMPLING

According to Amin (2005), stratified sampling takes into consideration the heterogeneous nature of the population to be sampled. In stratified sampling, a population is divided into sub-populations so that elements within each sub-population are uniform. Simple random samples are then chosen independently from every sub-population. The procedure is to divide the population of size N into k strata with sizes N_1, N_2, \dots, N_k such that $N = N_1 + N_2 + \dots + N_k$. The total sample size n is also partitioned into k strata with size n_k from each strata k such that $n = n_1 + n_2 + \dots + n_k$. The researcher used simple random sampling within each stratum where respondents got an equal chance of being selected. According to Cohen et al. (2000), this technique is where all elements in the population have equal and independent chance of being selected as a member of a sample. Stratified sampling was used to select Lower Management staffs to participate in the study.

PURPOSIVE SAMPLING

Purposive sampling refers to the technique where required information is gathered on special or specific targets or group of people on some rational basis (Sekaran, 2003). The respondents who were purposively selected were the Top Management and Middle Management staffs who included the Chief Administrative Officer (CAO), Deputy CAO, Principal Assistant Secretary, heads of the various departments, Sub county Chiefs and the Town Clerk. The researcher adopted this technique because these categories of staffs had vital information regarding management decisions and staff performance.

DATA COLLECTION METHODS

This study used both quantitative and qualitative data collection methods. Quantitative data was collected using self-administered questionnaires and qualitative data was collected through interviews and focus group discussions. The questionnaire guide clearly showed the kind of questions that were asked while conducting the research. The researcher asked questions related to the objectives of the study. In this study, the researcher designed an interview guide, which helped to collect data from very busy respondents especially the key informants. Unstructured interview guide was used in the face-to-face interviews. This facilitated the researcher to get in depth information supporting the information got from the questionnaire and allowed for the collection of important information from the key informants on staff performance. The researcher developed open-ended questions administered to participants in groups of 6 - 10 individuals. Participants were given the opportunity to respond with flexibility, responding to questions allowing for interjections from one another, by a way of orderly discussion. This method allowed for collection of large amount of information from several respondents.

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS**ORGANIZATIONAL FACTORS AFFECTING EMPLOYEE PERFORMANCE AT ADLG**

In this section, descriptive statistics were presented before testing hypotheses. The descriptive statistics used were frequencies and percentages, while the inferential statistics used was Pearson correlation.

Table 1.1: The Influence of organizational communication on employee performance at ADLG

Statements on organizational communication	M	SA	A	N	D	SD
I get timely communication about the decisions of the different departments	2.92	9(10.6%)	33(38.8%)	5(5.9%)	32(37.6%)	6(7.1%)
There is open communication at the district headquarters	3.02	11(12.9%)	25(29.4%)	11(12.9%)	27(31.8%)	11(12.9%)
My immediate supervisor often asks for opinions and suggestions on important issues	3.21	12(14.1%)	7(8.2%)	20(23.5%)	43(50.6%)	3(3.5%)
My immediate supervisor often gives me information, suggestions and feedback on important issues	3.28	4(4.7%)	28(32.9%)	5(5.9%)	36(42.4%)	12(14.1%)
ADLG has good cross department communication.	3.12	12(14.1%)	27(31.8%)	0(0%)	31(36.5%)	15(17.6%)
I can communicate job frustrations to my superior.	2.55	35(41.2%)	7(8.2%)	9(10.6%)	29(34.1%)	5(5.9%)

Management keeps employees up-to-date on recent developments that relate to welfare of the different departments	3.31	7(8.2%)	11(12.9%)	24(28.2%)	35(41.2%)	8(9.4%)
Communication motivates and stimulates an enthusiasm for meeting the district's goals.	3.28	8(9.4%)	17(20.0%)	14(16.5%)	35(41.2%)	11(12.9%)
Communication makes me identify with and feel a vital part of my department	2.65	4(4.7%)	44(51.8%)	17(20.0%)	18(21.2%)	2(2.4%)
Written directives and reports are always clear and concise.	3.38	3(3.5%)	16(18.8%)	20(23.5%)	38(44.7%)	8(9.4%)
Conflicts are handled appropriately through proper communication channels	3.39	4(4.7%)	18(21.2%)	10(11.8%)	47(55.3%)	6(7.1%)
Aggregate mean	2.98					

Source: Researcher (2022)

The results in Table 3.1 show that communication at ADLG is good (aggregated mean=2.98). According to the results above, the respondents reported that they got timely communication about the decisions of the different departments of the district (mean=2.92). This means that communication at ADLG is fairly timely. Timely communication is beneficial to the organization in that employees can work in an efficient manner to accomplish work-related duties so there is both time to devote to clients and confidence in the abilities of the district itself. Secondly, good communication increases the district's capacity to develop.

The study respondents agreed that there was open communication at ADLG (mean=3.02). This means that there is open communication at ADLG. This was reinforced by one key informant who noted that "*communication at the district is usually open through group internet and public memos, I have initiated a WhatsApp group to bridge the communication gap*". Open communication enhances employee performance. This is because frequent open communication builds increasing levels of trust between the organization and employees. As the trust grows stronger, it can result in good relations between the organization and employees which enhances cooperation, prevents or reduces labor unrest and increases individual employee responsibility and ownership for their own performance.

The study respondents agreed that their immediate supervisors often ask for opinions / suggestions on important issues relating to this district (mean=3.21). In a FGD, *one participant indicated that "my head of department instituted a midweek standing meeting where we discuss the progress of the different activities, what needs to be done, what is working and what is not"*. This means that the supervisors at ADLG consult their subordinates. This is likely to enhance a sense of

feeling of importance among employees which is likely to enhance employee performance.

The respondents agreed that their immediate supervisors often give employees information/suggestions or feedback on important issues relating to the district (mean=3.28). This shows that supervisors at ADLG give employees feedback. Providing feedback enhances performance in that if effective feedback is given to employees on their progress towards their goals, employee performance will improve. People need to know in a timely manner how they are doing, what is working, and what is not.

According to the study respondents, the staff at ADLG can moderately easily communicate job frustrations to their supervisors (mean= 2.55). This means that employees at ADLG can easily communicate their job frustrations to their supervisors. When employees are allowed to communicate their frustrations, argumentative relations and counterproductive work behavior is likely to reduce, leading to improved employee performance.

The study respondents agreed that the district's communication motivates and stimulates enthusiasm for meeting goals (mean= 3.28). During a KI interview, a respondent revealed that "*I believe that all the staffs in my department are well informed on the organizational goals and work towards achieving them because we keep on repeating them in every meeting that we hold*". This means that the communication at the district stimulates and motivates employees to meet goals, hence improving employee performance.

The study respondents noted that conflicts are handled appropriately through proper communication channels (mean= 3.39). This means that at ADLG, there is proper conflict management through proper communication channels. Conflict management improves working relations which in turn results into a conducive working environment and subsequent improved employee performance.

Table 3.2: Relationship between organizational communication and employee performance

		Organizational Communication	performance
Organizational Communication	Pearson Correlation	1	.315**
	Sig. (2-tailed)		.003
	N	85	85
Performance	Pearson Correlation	.315**	1
	Sig. (2-tailed)	.003	
	N	85	85
**. Correlation is significant at the 0.05 level (2-tailed).			

According to the results in Table 3.2, organizational communication and employee performance were found to have a significant positive relationship ($r=0.315$, $p<0.05$). Thus, the hypothesis that organizational communication would have a significant influence on employee performance is accepted. This means that organizational communication has a positive effect on employee performance at ADLG. This implies that employee performance at ADLG improves with better organizational communication.

THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT ADLG

The second objective of the study was to examine the influence of organizational culture on employee performance at ADLG. The employees were requested to respond to a number of statements regarding the organizational culture in the district by indicating their agreement using a five-point Likert scale of SA=Strongly Agreed, A=Agreed, N – Not Sure D=Disagreed and SD = Strongly Disagreed as shown in Table 3.3 below;

Table 3.3: Showing the results of how organizational culture influences employee performance

Statements on organizational culture	M	SA	A	N	D	SD
Staffs believe they must be honest in any situation by telling the truth always.	2.28	19(22.4%)	41(48.2%)	11(2.9%)	10(11.8%)	4(4.7%)
Staffs believe they should do what they are told.	2.69	19(22.4%)	22(25.9%)	13(15.3%)	28(32.9%)	3(3.9%)
Staffs have a sense of the district's mission, vision and goals	3.14	7(8.2%)	19(22.4%)	20(23.5%)	33(38.8%)	6(7.1%)
Staffs feel free to voice innovative suggestions to top management	2.67	6(7.1%)	42(49.2%)	16(18.8%)	16(18.8%)	5(5.9%)
Departmental Heads frequently discuss with the staffs their task requirements in order to cope well with the district's objectives.	2.35	13(15.3%)	48(56.5%)	9(10.6%)	11(12.9%)	4(4.7%)
Staffs perform competently without pressure from their bosses.	2.48	15(17.6%)	35(41.2%)	17(20.0%)	15(17.6%)	3(3.5%)
Staffs show a lot of concern in seeing that they complete their day's work.	2.31	22(25.9%)	33(38.8%)	15(17.6%)	23(27.1%)	8(9.4%)
I am expected to have more individual responsibility for my job performance.	3.12	12(14.1%)	20(23.5%)	8(9.4%)	36(42.4%)	9(10.6%)
Staffs are flexible and adaptable when changes are necessary.	2.88	10(11.8%)	29(34.1%)	15(17.6%)	23(27.1%)	8(9.4%)

Staffs believe they can influence or affect their work place through their ideas and involvement.	3.04	3(3.5%)	23(27.1%)	39(36.5%)	24(28.2%)	4(4.7%)
Individuals and teams have clearly defined goals that relate to the goals and mission of the district.	2.85	6(7.1%)	32(37.6%)	24(28.2%)	15(17.6%)	8(9.4%)
Staffs know what is expected of them and understand their impact on other people, teams, and functions.	3.18	7(8.2%)	25(29.4%)	11(12.9%)	30(35.3%)	12(14.1%)
Aggregate mean	3.11					

Source: Researcher (2022)

The study findings in Table 3.3 show that the organizational culture at ADLG is moderately positive (aggregate mean=3.11). The respondents agreed that the employees at the district believed they must be honest in any situation by telling the truth always (mean= 2.28), meaning that honesty is valued at the district. This finding was reinforced by one key informant interviewee who noted that “*at the district we value honesty and integrity*” (Key informant interview). Honest employees are less likely to indulge in counter-productive work behavior which may have a negative effect on both organizational and individual employee performance.

The respondents to the study also moderately agreed that they had a sense of the district’s mission, vision and goals (mean=3.14) and that the workers felt free to voice innovative suggestions to top management in the district (2.67). They also noted that the Departmental Heads frequently discussed with the workers their task requirements in order to cope well with the district’s objectives (mean=2.35). This was reinforced by a key informant who noted that “*the district provides for innovative participation in decision making*”. The above findings show that the organizational culture at the district allows for employee participation in decision making. When employees feel that their decisions are valued by management, they are more likely to work towards achieving organizational goals and objectives since they feel that their decisions are valued.

According to the results in Table 3.3, the respondents noted that the employees showed a lot of concern in seeing that they completed their day’s work (mean=2.31) and that they were expected to have more individual responsibility for their job performance (mean=3.12). A key informant stated that “*Staffs in my department always complete assignments on time and I personally see into it that they complete their work on time by*

demanding timely submission of reports on work done”. The above results show that the organizational culture at ADLG encourages employee commitment towards work. Committed employees are more likely to perform better than their less committed counterparts.

According to the results in Table 3.3, the study respondents noted that the employees at the district were flexible and adaptable to changes (mean= 2.88). This shows that the employees at ADLG are flexible and adaptable. Workplace flexibility improves employee performance in that it has a positive effect on employee engagement, motivation and satisfaction; all are important ingredients for effective employee performance.

The study respondents also noted that the employees knew what was expected of them and understood their impact on other people, teams, and functions (mean=3.18). One key informant supported this finding when he confirmed that “*most of the employees at the district are aware of what is expected of them*”. This means that the workforce at ADLG are aware of what is expected of them and how this expectation impacts on other people, functions and teams in the organization. Employees who know what is expected of them are likely to be more committed to their work.

TESTING THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

In order to determine the influence of organizational culture on employee performance at ADLG, correlation analysis was conducted. Pearson correlation coefficient (r) was used to determine the strength of the relationship between organizational culture and employee performance.

Table 3.4: Relationship between organizational culture and employee performance

		Organizational Culture	Performance
Organizational Culture	Pearson Correlation	1	.284**
	Sig. (2-tailed)		.022
	N	85	85
Performance	Pearson Correlation	.284**	1
	Sig. (2-tailed)	.022	
	N	85	85

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

According to the results in Table 3.4, organizational culture and employee performance were found to have a significant positive relationship ($r=0.284$, $p<0.05$). Thus, the hypothesis that organizational culture would have a significant influence on employee performance is accepted. This means that organizational culture has a positive effect on employee performance at ADLG. This implies that employee performance at ADLG improves with a positive organizational culture.

THE INFLUENCE OF ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE AT ADLG

The third objective of this study was to find out how organizational commitment influences employee performance at ADLG. The respondents were asked to respond to a number of statements regarding organizational commitment. The findings are summarized in Table 3.5 below;

Table 3.5: Showing the results of how organizational commitment influences employee performance

Statements on organizational commitment	M	SA	A	N	D	SD
I would be happy to spend the rest of my career in this district	3.21	7(8.2%)	28(32.9%)	27(31.8%)	17(20.0%)	6(7.1%)
I enjoy discussing my district with people outside it.	3.11	10(11.8%)	18(21.2%)	13(15.3%)	32(37.6%)	12(14.1%)
I really feel as if ADLG's problems are my own.	2.89	6(7.1%)	32(37.6%)	19(22.4%)	21(24.7%)	7(8.2%)
I feel emotionally attached to this district	2.60	8(9.4%)	43(50.6%)	14(16.5%)	15(17.6%)	5(5.9%)
ADLG has a great deal of personal meaning to me.	3.40	10(11.8%)	27(31.8%)	17(20.0%)	23(27.1%)	8(9.4%)
I feel a strong sense of belonging to ADLG	3.52	16(18.8%)	37(43.5%)	10(11.8%)	16(18.8%)	6(7.1%)
I find my values and ADLG's values very similar.	3.19	8(9.4%)	33(38.8%)	21(24.7%)	17(20.0%)	6(7.1%)
The work I do is very important to me.	3.08	25(29.4%)	41(48.2%)	9(10.6%)	7(8.2%)	3(3.5%)
It would take very little change in my present circumstances to cause me to leave ADLG	3.22	10(11.8%)	29(34.1%)	21(24.7%)	18(21.2%)	7(8.2%)
I find the work that I do full of meaning and purpose.	3.26	20(23.5%)	34(40.0%)	10(11.8%)	14(16.5%)	7(8.2%)
Your benefits are keeping you in your current job	3.14	19(22.4%)	31(36.5%)	17(20.0%)	13(15.3%)	5(5.9%)
I would recommend a close friend to join ADLG	2.87	6(7.1%)	34(40.0%)	15(17.6%)	25(29.4%)	5(5.9%)
Aggregate mean	3.13					

Source: Researcher (2022)

The results in Table 3.5 show that employees at ADLG are moderately committed to the organization (mean= 3.21). This means that organizational commitment at ADLG is neither high nor low. The study respondents noted that they would be happy to spend the rest of their lives in the district (mean= 3.21). They also noted that they enjoyed discussing the district with people outside it (mean= 3.11). The above findings show some level of employee commitment to the organization. This is likely to enhance employee performance.

The study respondents also noted that they felt emotionally attached to the district (mean= 2.60); the district had a great deal of personal meaning for them (mean= 3.40); and that they

felt a strong sense of belonging to the district (mean=3.52). During a FGD, one participant stated that *"I usually put the interests of the district first in everything I do because I believe in doing so, I am enabling the district to strive towards achieving its mission, vision and goals"*. The above findings show that the employees at the district are committed to their organization. Organizational commitment is likely to enhance employee performance.

Study respondents noted that the work that they did was important to them (mean= 3.08); they found the work that they did to be full of meaning and purpose (mean= 3.26); and that they would not leave the district because leaving would require considerable personal sacrifice (mean= 3.22). The

study respondents further reported that they would recommend their friends to join ADLG (mean=2.87). The above findings show a high level of organizational commitment among the employees at ADLG. Committed employees are more likely to perform better than their less committed counterparts in that it enhances employee personality involvement with the organization.

TESTING THE INFLUENCE OF ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE

In order to determine the influence of organizational commitment on employee performance at ADLG, correlation analysis was conducted. The results are summarized in Table 3.6.

Table 3.6: Relationship between organizational commitment and employee performance

		Organizational commitment	performance
Organizational commitment	Pearson Correlation	1	.055**
	Sig. (2-tailed)		.422
	N	85	85
Performance	Pearson Correlation	.055**	1
	Sig. (2-tailed)	.422	
	N	85	85
**. Correlation is not significant at the 0.05 level (2-tailed).			

According to the results in Table 4.4.3.2 above, organizational commitment and employee performance have no significant relationship ($r = 0.055$, $p > 0.05$). Thus, the hypothesis that organizational commitment would have a significant influence on employee performance is not accepted. This means that organizational commitment has no effect on employee performance at ADLG. This finding was reinforced by one key informant who observed that *“most employees have worked with the district for many years but their performance has not improved”*. This implies that

organizational commitment has not affected the performance of employees at ADLG.

EMPLOYEE PERFORMANCE

This section presents the respondents' opinion on employee performance at ADLG. The results are summarized in Table 3.7 below;

Table 3.7: Results showing the respondents' opinion on staff performance

Statements on performance	M	SA	A	N	D	SD
I complete my work within the time allocated.	3.37	20(23.5%)	40(47.1%)	13(15.3%)	6(7.1%)	6(7.1%)
I work overtime to complete my tasks.	2.19	25(29.4%)	40(47.5%)	4(4.7%)	13(15.3%)	5(5.9%)
The degree to which I do my work meets the district's requirements	3.32	18(21.2%)	45(52.9%)	4(4.7%)	13(15.3%)	5(5.9%)
I attend to my work with speed and accuracy.	3.64	16(18.8%)	34(40.0%)	8(9.4%)	19(22.4%)	8(9.4%)
My performance has continually improved.	2.21	24(28.2%)	40(47.1%)	4(4.7%)	13(15.3%)	4(4.7%)
I take time to listen to the people I serve to ensure I attend to them effectively	3.28	21(24.7%)	41(48.2%)	6(7.1%)	12(14.1%)	5(5.9%)
I combine the available resources very well to provide quality services.	3.34	22(25.9%)	37(43.5%)	8(9.4%)	11(12.9%)	7(8.2%)
Staffs report on duty on time and also leave on time	2.60	15(17.6%)	38(44.7%)	6(7.1%)	18(21.2%)	8(9.4%)

I record down a number of activities in my 'to do list' before starting on the day's work	3.28	16(18.8%)	38(44.7%)	22(29.5%)	9(10.6%)	0(0.0%)
My job is in line with my interests, skills and attitudes.	3.34	19(22.4%)	42(49.4%)	14(16.5%)	5(5.9%)	5(5.9%)
Aggregate mean	3.06					

Source: Researcher (2022)

According to the results in Table 3.7, the study respondents noted that they completed their work in the time allocated to them (mean=3.37); they worked overtime to complete tasks (mean= 2.19), and they attend to work with speed and accuracy (mean= 3.64). The study respondents also noted that their performance had continually improved (mean=2.21); they combine the available resources very well to provide quality services (mean= 3.34); and that they report on duty early and leave very late (mean= 2.6). The respondents also agreed that their jobs are in line with their interests, skills and attitudes (mean= 3.34). The results show that employee performance at ADLG is generally moderate.

CONCLUSIONS AND RECOMMENDATIONS**CONCLUSIONS**

The study concluded that there is a positive significant relationship between organizational communication and employee performance and employees get timely communication about the decisions of the different departments at ADLG, thus confirming that there is open communication in the district. Employees are able to communicate their job frustrations to their supervisors, which motivates and stimulates their enthusiasm to meet the district's goals. Smooth communication within the district makes employees identify with it and also feel a vital part of it, hence improving on the way conflicts brought about by improper communication channels are handled within the district. It was also concluded that there is a positive significant relationship between organizational commitment and employee performance at ADLG. Employees are always polite to one another and are free to discuss with supervisors their task requirements in order to cope well with the districts' objectives. Purposely, the current organizational culture motivates employees, promotes good performance, improves on employee/supervisor relations, demonstrates fair and equal treatment, and improves on teamwork; efficiency and effectiveness. There is no significant relationship between organizational commitment and employee performance; and it was realized that the employees are part of the ADLG family and feel emotionally attached to it. The employees also feel like even if the district ranked low in performance nationally, they would still be reluctant to change to another organization. However, the approach encourages commitment rather than the willingness to make a change and this affects performance. Nevertheless, it is concluded that

organizational commitment has a relationship with employee performance at ADLG but not significant.

RECOMMENDATIONS**THE STUDY RECOMMENDED THAT;**

- i. Management should create opportunities for more informal time for employees to interact with managers. Employees are often hesitant to interrupt their busy boss for small things such as information needs.
- ii. Managers who provide opportunities for casual work conversation actually help employees feel needed. Management should appoint a Communications Committee which will manage communication in the district. Management should also hold regular meetings to foster communication between management and employees at all levels.
- iii. There is need to communicate frequently. Most employees appreciate transparent management because it keeps them informed of executive decisions that may affect their jobs. Consistent corporate communication helps minimize negative rumors that would otherwise damage employee loyalty.
- iv. There is need to build and improve teamwork. Putting a team in place to connect with each other, not just on a work level, but also on a friendship level, is beneficial towards more effective teamwork in the future. Team-building exercises are an easy way to get the team on the same level, familiar with one another, and better at communicating in a variety of environments. Planning out-of-office retreats and exercises for the team is also a great way to encourage better teamwork.
- v. There is need for leadership development at the district. The creation of a great organizational culture demands the presence of good leaders, those who know how to delegate, communicate and listen. Without a great leader in place, the team can lose sight of the importance of organized and effective teamwork. There is need to improve communication. Management should establish open lines of communication for all members and not just the heads of department and leaders in the organizational structure.
- vi. There is need to encourage employee innovation. Many employees enjoy working in a cutting-edge

environment that encourages creative ideas and personal innovations. Employees who feel that they are contributors to the organization's strategic direction may feel greater ownership of their work, which often leads to enhanced commitment.

- vii. Management should let employees know their work is appreciated. This can be done through motivation, for example, give them allowances like overtime for those who exceed their normal working hours; give them awards for better performance; grant them leave so that they can have some time to rest, especially for contract staff who are not entitled to leave.
- viii. Management should visibly honor and promote employees who work hard and demonstrate commitment to the district. Management should also institute tenure timetables rewarding the commitment of long-standing employees.

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