

**EMPLOYEE DEVELOPMENT AND LOCAL GOVERNMENT PERFORMANCE: A
CASE STUDY OF KWANIA DISTRICT LOCAL GOVERNMENT**

BY

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**A DISSERTATION SUBMITTED TO THE DIRECTORATE OF RESEARCH AND
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DECLARATION

I, OBOK CALVIN PETER, do hereby declare that the study is original and has not been submitted for any other award to any University/Institution before.

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APPROVAL

This is to certify that this research dissertation entitled “Employee development and Local Government Performance: A Case of Kwania District Local Government” is work done under our supervision and is now ready for submission to the graduate school.

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DEDICATION

This research work is dedicated to my family member's mama Margret Okello, brothers, Matayo, Pius, James, Paul, Denis and Sister Phoebe.

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LIST OF ABBREVIATIONS

AG	:	Auditor General
CAO	:	Chief Administrative Officer
CVI	:	Content Validity Index
HCT	:	Human Capital Theory
MOLG	:	Ministry of local Government
SPSS	:	Statistical Package for Social Scientists
UNDP	:	United Nations Development Programme

ABSTRACT

The research purpose was to investigate a relationship between Employee Development and Local Government Performance, the research case study of Kwanja District Local Government. The specific aims of this research were; to examine relationship of delegation and Local Government Performance, to investigate the relation between job rotation and Local Government Performance, and to examine the relation between On-job training and Local Government Performance. The study employed a case study design, which focused on a single entity entitled Kwanja District local government. The target population for the study was 240 respondents. A sample size of 148 respondents was got from the population based on Krejcie and Morgan sampling table of 1970. The study employed simple random sampling and purposive sampling techniques. Data was captured from primary avenues and sources using developed questionnaires. An interview guide was used to collect data from main respondents. Quantitative results from a response rate of 86.48% were studied and put in charts and tables. Analysis of collected data and inferences were made to determine the results of research findings. Findings of this study indicated that Delegation, Job Rotation and On-Job Training have a positive relationship with Local Government Performance. In that regard, the study recommends that managers implementing delegation, Job Rotation and On-Job Training as a way of developing employees in the aforementioned entity ought to put into consideration their employees' Goals and Strengths as basis for delegation of responsibility. This is because all employees have goals they strive to attain. The study also recommends that employees should be exposed to different tasks so as to improve their multi-tasking abilities to enhance their productivity. This study also attributes managers to conduct a gap analysis to identify the type of skills that employees may be lacking before conducting on-job training. These are deemed necessary in enhancing Local Government Performance in Kwanja District.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The study sought to assess a relationship of Employee development and Local Government Performance. In this study, Employee development represents the independent variable, while the dependent variable of study is represented by Local Government performance.

This above chapter indicates background of study, statement of problem, and the objectives of study, the study research hypothesis, and designed conceptual framework, and significance, study scope plus key definition of terms.

1.1 Background to the study

Local government performance involves establishment of quality services to people at the right time, and at affordable costs (Mwesigwa & Oladapo, 2021). Through employee development, local government employees concentrate on the exact skills necessary for achieving the current needs or duties, and to fulfil current performance standards (Mwenda, 2018). This is because employee development strives to enhance employee's performance, abilities, and expertise in their organizations.

Asiki and picho (2015) further highlight that employee development in terms of Delegation, Job rotation and on the job training are relevant in increasing performance of Local Government. in terms of ensuring affordability, and appropriateness of services (services meeting required standards) for example services like safe water supply, road works, health services, garbage and waste disposal.

1.1.1 Historical Perspective

Local Government Performance history can be traced from the Anglo-Saxon England (c.700-1066), the Normans introduced feudal system and possibly lasting 300 years, during the start of administration and re-establishment change in distribution of population. The historic increase in the number of people led to the industrial revolution which facilitated the same reforms.

From the African context, the administration of local governments and performance is drawn from the earlier local government British developed system. The administration of departments of local councils was among the oldest work places. And existed starting from two different forms that is the village and clan level. (Aghayere, 1997).

Basing on the Ugandan context, during and after attainment of sovereignty 1955, the established government endeavored in creation of a big local system of administration which enabled the central government to establish management structures of control. (UNDPU, 2014)

Local governments in Uganda are controlled in two forms technical arm of leadership, political arm of leadership, the technical leadership arm which is the area of concern of study involves the district structure where the CAO is the head appointed by government as a leader. (Local district score card 2013)

Employee development progressed from studies made by Hawthorne which was begun in the 1920's to 1930's when western electric companies emerged in economic, social, and information aspects of work place. Interpretations of the studies emphasized "human relations" was linked to work performance and the best product for work. (Chukwunonso, 2013).

Historical indicators that enabled the success of human resource and public administration by Fredrick Taylor, Fredrick identified as a core founder of management and henceforth helped in substantial improvement of workers by the start of 1990's,taylor in his publication of management promoted scientific developing and training of employees to enable a great success of workers performance, emphasizing re technology and industrial philosophies which became the basis of management practice and development. (Franklyn, 2013).

Increased provisions in terms of social services which were regarded by managers in key departments and divisions of governments necessitating growth and development and wellbeing of citizens and employers yielding an increase in production of goods and services. The common wealth section in charge of national service and labour determined welfare industrial division in early 1940's in order to develop the progressive success of wellbeing of employees through skilling and training programs. (Rotich, 2015)

Training and development in the early days in organizations started from education as history and evaluation began from a continuum of employee success from life developed learning to developed education in terms of beliefs in religion, strategies of militants at war of a technical mechanized education which involved skilling, developing, training of individuals to promote organizational success. (Swanson&Torraco, 2016).

Good organizational performance is based on well-developed human resource and human capital especially when skilled and trained. (Hervie&Winful, 2018)

Public services and social services are provided for by the government of the republic of Uganda to the citizens therefore public sector organization is responsible for the provision of the same.

Government makes a commitment to develop the interest of the people through administration and management of institutions governed by the central government.

Commissions, agencies and authorities were started up in the 1980's to provide leadership and direction in the promotion of social services to the citizens with a target of promoting efficiency and effectiveness.

The ministries emphasized efficiency and effectiveness and this was developed from study done in 2009 with an emphasis of public sector management.

Public sector organization's problems and issues are concerned with structure, legal issues, financial issues and leadership.

By 2016, there has been a lot of scarcities in social services and this has raised concern to the citizens and yet government is the key provider of the same services (Basheka, Lubega, Byamugisha, Rathinam, Lubanga, 2019)

1.1.2 Theoretical Perspective

Theory of Human Capital (HCT) will guide the research. Human capital (HC) roots are traced from the 1960, when founder Schultz suggested, this people capital involved 'human abilities, their knowledge, with skills attached of individuals employed in institutions. This theory dated way from the development of macroeconomics theory, the main principle that geared human capital stated that peoples learn differently and adopt different skills therefore comparable to the manufacture of commodities.

It is proposed individuals who achieve most invest extensively in employee development therefore their skills increases making them more productive than their counterparts hence greater performance because of effective and efficient employees (Gile, Samardzic, & Klundert, 2018). The relevancy of Human Capital Theory to this study is that it influences staff to delivery of high-quality output through raising performance by providing analytical skill, understanding of work and knowledge.

1.1.3 Conceptual Perspective

Employee development can be looked as “Delegation”, “job rotation” and on job training activities involved in development and training to provide services. Organizations have introduced activities that are directed towards improving skills and opportunities for enhancement of people’s salaries and greater opportunities, these activities were conducted for example in the united states of America. Mid-western work sections. After evaluation of training findings reported a great correlation of motivation and training needs of employees leading to a higher performance of work (Mulhem&Massey, 2013).

Literature demonstrates that quality of an organization largely dependent on the way employees performs in an institution. Therefore employees need a lot of skilling and training to develop their mental capabilities at work and also learn theoretical through experience of work and this is not found in almost all institutions of higher learning therefore organizations need to recruit from a great pool of candidates not only basing on qualifications but also skills of candidates. (Madalani, 2016).

1.1.4 Contextual perspective

Kwania District is a District in northern Uganda. The district was established by Act of Parliament and began functioning on 1st July 2018. It is a new Local Government in Uganda undergoing several upgrades that are aimed at improving social services and with a purpose of maintaining performance (MoLG, 2019). Some remarkable reforms include; management based on results, this is meant to help establish a base in development of government at the level hence contributing towards national prosperity plus wealth.

Local government is a key player in recognition towards vision 2040. Developing of local government activities and plans can be done through transformation of projects that raise the standard of Uganda into a middle-income economy. However, there are still concerns noted as to why Kwania District performance is still low in delivery of services. Kwania as a district is required to provide quality roads, provide quality health facilities where the results are still poor at a slow rate. Garbage and waste disposal being a challenge. Shortages in clean water supply at the community levels.

Many sections are facing challenge for example health, and works in developing personnel. The Government is lacking qualified constructors (Kwania District Report, 2018). Hence, this has compelled this research to be carried out with a focus of examining its effect on employee development and performance in public sector taking a study of Kwania district.

1.2 Statement of the problem

Although employee development in terms of delegation, job rotation and on-job training is deemed instrumental in the strengthening performance of Local Governments (Mwenda, 2018), there is low local government performance in the newly created Kwania District Local Government

(Kwania District Report, 2018). The report offers evidence that timeliness, affordability, and quality services are still below the district standard expectation. Additionally, the Uganda roads fund generally inspected and found out that there were unpassable roads with Consumption of water. Catastrophic developments of 21million Uganda shillings on Akali and medical centre ii of wicere hadn't began. Plus the production plan which had in functional supply of water regarded to be less productive to the district goal. (AG, 2019). Access rates in Kwania vary from 54% in Nambeiso sub-county to 95% in Abongomola sub-county. The Kwania District Report (2018) further highlights that 176 (one hundred seventy-six) water points have been non-functional for over 5 years and are considered abandoned. The study was done basing on the above background in order to examine a relationship of employee development with Local Government Performance, taking a case study of Kwania District.

1.3 Purpose of study

The study purpose was to investigate relationship between employee development and Local Government Performance, a case study of Kwania District Local Government.

1.4 Objectives of the Study

1. To examine the relationship between delegation and Local Government Performance
2. To investigate the relationship between job rotation and Local Government Performance
3. To examine the relationship between on job training and Local Government Performance.

1.5 Research Hypothesis

The study was guided by the following null hypothesis

H₁ There is no significant relationship between delegation and Local Government Performance.

H₂ There is no significant relationship between job rotation and Local Government Performance.

H₃ There is no significant relationship between on job training and Local Government Performance.

1.6 Scope of the study

1.6.1 Content scope

The focus of the study was to examine the relationship of employee development and Local Government Performance. Employee development dimensions included delegation, job rotation and on job training while Local Government Performance focused on Timeliness, service quality and reduced service costs. Examples included accessible, appropriate and quality road works, health services, safe water supply and garbage and waste disposals as indicator of Local Government Performance being the dependent variable.

1.6.2 Geographical scope

Kwania local government is situated in Northern Uganda. It was curved from Apac district with sub-counties of Nambyeiso, Chawente, Abongomola, Inomo, and Aduku town council. Kwania district borders Kole & Lira district in North, Apac district in west, Lake Kwania in South and Dokolo district in East. This location is approximately 230km, by road, North of Kampala. District coordinates are 01^o59'06"N, 32^o 32'06"E. The main reason for opting for this area is low performance of the District Local Government.

1.6.3 Time scope

Time scope concentrated on mainly local government performance obtained by Kwania Local Government as of 2020. Therefore, information relating to Kwania Local Government performance in terms of Timeliness, service Quality and service affordability was collected with the aid of questionnaires (Salkind, 2010).

1.7 Significance of the Study

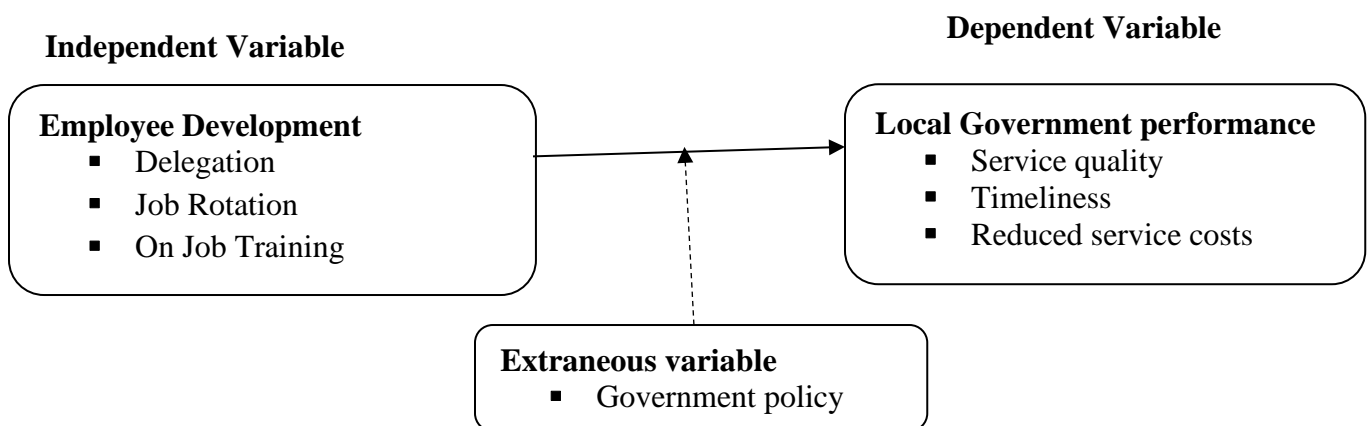
Study findings will be of importance to management, staff and public in Kwania District and other Local Governments by providing information on how Local Governments can strategically develop employees, in order to achieve effective service delivery to the community.

The study results will likewise will be of help to planning departments in ministries in charge of Labour, Gender, and Social Development to determine strategic ways of improving and maintain performance of employees in government entities by putting in place strong employee development policies.

This study will be beneficial for future researchers and academicians and students who would learn from the same. This is because this research will increase knowledge about development of employee and performance of institutions with in public entities. This study will also help them to come up with better proposals and research reports since it will act as source of literature.

1.8 Conceptual framework

The diagram below indicates and explains the relationship between the dependent and the independent variables of study.



Source: Worthington and Dollery (2000) & modified by researcher

Figure 1. 1: The conceptual framework

Figure 1.1 shows the conceptual frame work above, this shows that employee development is related to Local Government Performance. If the Local Government develops its employees through delegation, job rotation and On-job training, performance can improve in terms of timeliness, reduced costs, and quality services, such as, quality road works, quality health services, safe water supply and proper garbage collection and waste disposal. However, the above relationship can be controlled by an extraneous variable (government policies).

1.9 Operational Definition of Key Terms

Delegation: involves assigning authority to others in order to accomplish the assignments (Bell&Bodie, 2018)

Job Rotation: is the movement of workers among jobs with the same level of responsibility which involves decision making and complexity of work (carpini &parker, 2018)

On Job Training: involves getting and developing skills to advance performance with in workers especially in government entities.

Performance: In this study, it means the extent to which local governments are expected set targets and accomplish goals and objectives with Accessibility, Appropriateness, quality and client satisfaction.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Literature review involved literature of the stated problem of study and information got was well interpreted and stated to make meaning through paraphrasing statements from publications, magazines, journals and internet sources to find more information on employee development and performance. The study measured both international and local source of literature available.

2.1 Theoretical Review

The theoretical section dwells on past theories related to concept of employee development and performance. In this study, focus was on Human Capital theory.

2.1.1 Human Capital Theory

The theory of human capital is anticipated through Schultz as a founder and widely developed by Becker in 1964.

He stated that human capital is based on investment than consumption and therefore involves attitudes, skills, knowledge, acquired traits and aptitudes. Resulting into production. The theory of human capital states that training or education raises the production of employees by instilling resourceful skills and knowledge, this raises employees earnings by adding their savings and benefits (Becker, 1964).

Human capital according to Becker, 1964, is the same as "physical means of production" manufacturing companies and machinery. Managers should emphasize human capital development by teaching and education. Factories and machines and individual outputs largely depend on the amount on return on human capital owned by individuals. Therefore, People capital

investment involves producing by extra added mechanisms of investment. Thus People capital is changeable, and also not transferred for example fixed capital, land, and labour. Therefore, individuals investing in training and learning benefit a lot through training. Employee development indeed becomes understandable that training and education increase human capital. Higher productivity rate with service delivery. Therefore, there is need to investigate the rate at which the concept theory of human capital can be applicable and relevant to Kwania district.

2.2 Empirical literature on study objectives

This section is structured involving study objectives. That is; delegation, performance, job-rotation and performance and; on job training and Local Government Performance.

2.2.1 Delegation and Performance

Ondiba, Cheruiyot and Sulo (2019) in their study, the effect of Delegation of authority on Financial Corporate institutions discovered that organizations have an atmosphere branded to increase responsibility delegation and flexibility of authority. Study results discovered, delegation of responsibilities fostered a fit among workers, therefore inspiring them to invent proper ways of promoting institutional performance and their own future well-being. Additionally, study revealed that delegation of responsibility and tasks is relatively important in enhancing performance of workers and basically commercial banks performance success. However, the study was carried out in commercial banks, which means the study findings may not be valid to Local Government setup. Therefore, this study will carry out a new study in Local Government setup specifically focusing on Kwania District.

According to Njue, Waiganjo and Kihoro (2017) in their study delegation influences performance in institutions, therefore there is an influence of delegation on institutional performance and this is

an attributing fact of skills improvement and the competence of workers is enhanced hence performance. Furthermore, this study discovered junior employees should be delegated at least 50% of their day-to-day tasks to allow them initiate tasks on their own. However, the study was conducted in microfinance institutions, therefore the study findings may not be relevant to Local Government setup. Therefore, this study will carry out a new study in Local Government setup specifically focusing on Kwanja District Local Government.

Al-Jammal (2015) stated that delegation is a proper activity for managers and it is very relevant in increasing the level of motivation of workforce due to empowerment to carry out tasks independently. When employees are motivated performance increases at an upward rate. At an institutional level, delegation leads to increase in productivity, innovation and invention, the rate at which tasks are done is increased with a competitive advantage. Additionally, Yukl (2002) argued that there are number of reasons that can make managers to delegate with a main purpose of developing employee confidence and skills of junior staff. This will help the study in establishing if delegation at Kwanja District Local Government has increased on the level of innovation, invention of new ideas which lead to a competitive advantage helping in task finalizing.

According to Hamdan, Akif and Mohammad (2015), authority delegation impacted workers performance in the Jordan city. The study results confirmed significant similarity of delegation and efficiency, empowerment and effectiveness of workers in the production process. Therefore the gap in the research was identified because it was conducted in atotally different area not Uganda. Therefore, this research will be done in Ugandan context specifically focusing on Kwanja District Local Government.

Noowe (2013) in his study on delegation impact on employees' performance in Centenary bottling company limited. Revealed delegation has influence on performance of workers and inspires workers to be creative and innovative and develop many ideas to enable them solve problems therefore emphasizing efficiency and effectiveness to meet organizational aims. However, study focused on employee focus not organizational performance. Besides that, it was conducted in a manufacturing company, which means findings may not be applicable in a local government setup like Kwania District Local Government.

(Cliffs, 2010) A superior assigns work to the subordinate work meant to be done by the superior. Organizations nowadays develop employees through a practice of delegation of work, this is usually done to meet a specific target of work. People are empowered through delegation, they are motivated to work in their level best in order to appease managers. When managers fail to delegate work, it becomes overwhelming to complete work but when it is delegated work is done and employees learn new ways of doing work, they become more innovative hence being motivated to accomplish tasks.

2.2.2 Job-rotation and Performance

Arogyaswamy and Simmons (2013) revealed that nowadays, programs of job rotation can help institutions discover the difficulties of an environment which is very competitive adopting a good fit design of management in institutional compassion. The adoption of development with in different department, rotational programs maintains considerate level of development to workers hence company values. Similarly, (Rothwell & Kazanas, 2011) revealed that when rotation is done at a stage of group, working along with others can promote a great team. All individuals are of great importance in doing the activities assigned in the work place to emphasize work, hence improving organizational performance. This will help the study in establishing if there is job

rotation at Kwanja District Local Government and establish if it's linked to institutional performance.

According to (Cosgel & Miceli 2018) an organization can adopt to changes by only employing job rotation method. It was revealed that employee knowledge and skills help in imparting new ideas hence innovation, because workers are well conversant with work due to the knowledge and skills attained. Proper judgment is done through rotating workers and learning of new skills at a different work station therefore employees become open minded and this encourages them to be more flexible (Rohr, 2010). However, this study was conducted outside the Ugandan context, the study findings may not be applicable in Uganda which calls for a study in Ugandan perspective specifically focusing on Kwanja District Local Government.

According to (Habiyaemye, Ayebale & Wayama 2016) in their study job Rotation and Performance in Entrepreneurial Firms in Rwanda, it was revealed that job-rotation is connected with imparting knowledge, skills, and education to workers in organization. They further maintained that it is specifically relevant in a very vigorous atmosphere with combined strength with handful of skills, knowledge and education which are important in order for efficiently enabling to the evolving difficulties and opportunities. However, the study focused on small and median enterprises whose findings may not be applicable in a local government setup like Kwanja District Local Government.

Malinski (2012) revealed that boredom, work stress, and employee absenteeism is stopped by job rotation. Therefore, increasing success in an organization, loyalty, innovation of employee. He further revealed that, job rotation is important to both the employer and the employee. The employee gets experiences and skills. Work is less monotonous due to performing tasks time and

again. Similarly, (Jans & Frazier 2011) revealed that workers who are rotated are basically well skilled and learn a lot therefore really perform relatively well on their duties and are more reliable when needed most. Which increases organizational performance in long run. This will help the study in establishing if there is job rotation at Kwanja District Local Government and establish if the same findings do exist.

2.2.3 On job training and performance

(Tahir, 2014) in his writing training effect on performance in supermarket in industry in Karachi Pakistan, it was revealed that on job training provided avenues to employees to develop questions and possible answers to address the situation therefore training was seen as an influence of performance and had an effect on performance. This in return increased their productivity, which enhanced the supermarket's general performance. However, the study had a research gap on the area of study, this was specifically done in supermarket. Hence prompting another research to be carried out, a study in the local government in Uganda, and this is totally different due to the geographical location as compared to the one in Pakistan.

(Zheng, 2009) there is a relationship which is significant between on job training with performance. When employees are trained on the job, the tasks being assigned are well completed without waste of time and speed is improved due to the training attained. Further studies have proven that more effective on the job training is less costly and thus save money that should have been is wasted on cheap but in efficient outside training (Dhar,2015). This research will find out if these study findings exist in Local Governments especially Kwanja district Local Government.

Naderbarzegar and Farjah (2011) in their findings job training had an influence on staff productivity showing that application of training in the work place, training and its

implementation. Highly improves performance of both organization and employees. However, this study presents research gap due to its study performance of staff and on job training at work prompting the researcher to study more extensively on employee development and local government performance taking concentration on Kwanja district Local Government.

2.3 Literature Gap

From these studies presented in literature review, it is clear that there some studies carried out on employee development and Local Government Performance. However, the studies carried out are still few mostly on job-rotation and it's also clear that most of the studies were carried out of Uganda moreover, no single research has been done that have a combination of all four study variables of delegation, job-rotation, On job training and Local Government Performance. Besides that, there is no any study on employee development and Local Government Performance carried out in local government set up in Uganda. This study therefore will cover this gap by carrying a study combining all the four variables.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter covered methodology of study. This covers the research design, population study, size of sample plus selection, techniques of sampling, methods of data collection, instruments of data collection, the data collection procedure, instrument validity and reliability, analysis of data, variable measurement, presentation of data, analysis and study limitations.

3.1 Research Design

The study used a case study method, which focused on a single entity being Kwanja District. The case study format adopted so that much emphasis is put on a contextual analysis of events and their interrelationship (Yin, 2009). According to Cooper & Schindler (2008), a case study research design bases on a practical, logical and structured manner of the organization relating to the area of study. The approaches used were both qualitative and quantitative approaches and are deemed significant. Quantitative research approach was used for data that is quantifiable whereas Qualitative research approach was preferred to be used by the researcher to gather information that may not be quantifiable (Mugenda & Mugenda, 2005).

3.2 Study Population

This study originated from Kwanja District Local Government headquarters. The study involved senior managers, middle managers, and bottom employees or subordinates with a population of 240 staff at Kwanja District Local Government this is because employee development concepts of delegation, job rotation and on job training is done at the District Local Government and in public sector organizations at large from top to bottom management.

3.3 Sampling size and design

(Sekaran, 2013) defined sampling as a process of selecting a research unit of a given population identified for a specific study. Therefore, a size sample of 148 participants involved in this study. This sample was based on the Morgan and Krejcie table as articulated by (Amin, 2005). The results are illustrated in the table.

Table 3. 1: Sampling size

Category	Population	Sample Size	Sampling Technique
Administration Department	75	43	Simple Random Sampling
Finance & Audit Department	15	14	Simple Random Sampling
Procurement and contracts committee Department	15	14	Purposive Sampling
Support & Operations	30	15	Simple Random Sampling
Health Department	45	25	Simple Random Sampling
Education Department	50	28	Simple Random Sampling
Suppliers Section	10	10	Simple random
Total	240	148	

Source: Kwanja Local Government Human Resource Directorate, 2020.

3.4 Sampling Technique and Procedure

Stratified sampling

Stratified sampling was applied to divide the population with in subsections called strata. In above sampling, these strata were developed basing on individuals' similar characters and attribute. In this case, respondents were stratified under their departments of work. After stratification.

Simple random sampling

The above technique of sampling was obtained from a population sample in a way that samples identified had equal chance of selection. Where by N =population size and n =sample size. Then the sample total n selected from a population size N is determined. Simple random sampling was done on the middle and bottom level staff from all the selected departments at the district.

Purposive sampling

Purposive sampling was used for selecting senior managers. This was preferred by the researcher therefore it helped in identifying employees in top management. Also, because since it's a cost free method and little time issued during carrying out this sampling therefore purposive method involves proper and accurate results as compared to other forms of sampling. (Kothari, 2014).

3.5 Sources of Data

Data involved primary and secondary sources.

3.5.1 Primary Sources

This included original information of materials which is based on research carried out. Primary data was obtained from study respondents who include Administrators, Operational staff and Human Resource Department and stakeholders of Kwania District.

3.5.2 Secondary Sources

Secondary sources explain primary sources and often support thesis or arguments to help the readers to accept a certain points of view (Amin, 2005). Secondary data was obtained from different publications, which included dissertations, journals, reports and internet.

3.6 Data Collection Methods and Instruments

Both qualitative and quantitative method were important in data collection in this study. Therefore three methods of data collection were used these are; questionnaire method, interview method, documentary method.

3.6.1 Data collection using Questionnaire

A questionnaire was formulated with basis of guidelines recommended by the scholar (Kothari, 2014) (Sekaran & Bougie, 2010), the instrument started with demographic data. Then another section was divided into sub sections which included study variables of delegation, job rotation, On-job training and Local Government performance.

Respondents were given proper instruction in each of the sections, on the way to fill in the items questionnaires were based on the Likert scale format (1=strongly disagree, 2=disagree, 3=not sure, 4=agree, 5=strongly agree) with respondents answering by ticking this is because this type is what the respondents are most familiar with and it restricts the respondents from giving irrelevant information.

3.6.2 Data collection using an interview guide

An interview guide involved collection of qualitative information. Whereas researcher designed a structured guide of interview, which aimed at interviewing of the respondents –senior managers. Posed questions to respondents aimed at leading information that is relevant to the objective of study and seek more clarity on responses made that were given. All interview questions for this study were conducted face-to-face after making an appointment with the respondents.

3.6.3 Documentary Review

This study involved some documents at the district including annual district reports, minutes of the departmental meetings and books from libraries. The documents were thoroughly reviewed by researcher for secondary data. The information was expected to supplement on the information got earlier in the interviews.

3.7 Procedure for Data Collection

Data collection tools were approved by the supervisors, then an introductory letter was obtained the researcher obtained from Graduate school Kyambogo University. The University introductory letter was addressed to whom it may concern involving district leaders. Therefore, the researcher used the University introductory letter to seek permission from the CAO, Kwanja District. Tools of data collection were first pre-tested. The tools were pre-tested on 30 respondents that were selected from Apac district because of its similar characteristics and structures with Kwanja District. The results from pre-testing determined the reliability and validity of the tools of data collection before going to conduct the research. Thereafter, the researcher had to identify two research assistants that would help in collection of data. Research assistants were trained on the research tools in the aspects of: how to use them, to avoid mistakes in recording the responses, the meaning of each item of observation and the interview guide, how to rephrase questions not well understood by respondents and how to reduce interview bias.

3.8 Data Quality Control

The quality of the study is very important for every research. This is by ensuring reliability and validity of tools (Yin, 2014).

3.8.1 Validity Test

Tools of study were retested to find out their content and face validity. Therefore, for face validity, the instruments were to be restructured through supervisors, corrections were identified and made on how to formulate interviews questions. This involved elimination of vague questions and later paraphrased. The CVI was calculated using the results obtained from pre-testing the data collection tools on 30 respondents in Apac district. The formula below tested validity index.

$$\text{Content validity index} = \frac{\text{No. of items regarded relevant by judges}}{\text{Total No. of items in the instrument}}$$

The tools were to be considered valid, if their CVI is 0.7 and above as recommended (Amin, 2005).

$$\text{Content validity index} = 15/20 = 0.75$$

The instruments yielded a CVI of 75% which is above 0.7

3.8.2 Reliability Test

Reliability of the tool involved consistent and accurate answers when used at different times (Creswell, 2013). A pretest of 30 respondents In Apac District. The findings of pretest were run into SPSS Ver. 20, therefore reliability was tested basing on crobach reliability test scores. (Alpha values). Tools are regarded reliable if they have values of 0.7 and above. (Mugenda & Mugenda, 2005).

Table 3.2: Reliability of the research variables

Variable	No. of items	Cronbach Alpha
Delegation	6	0.946
Job Rotation	6	0.44
On-Job Training	6	0.53
Local Government performance	5	0.889
Total	23	2.805

Table 3.2 portrays variables: Delegation, Job Rotation, On-Job training and Local Government performance; question numbers and alpha score. Reliability was obtained by average score got by division of number of variables i.e. $(0.946 + 0.44 + 0.53 + 0.889/4 = \mathbf{0.701})$. This therefore implies that the alpha values of 0.701 are reliability supportive (Mugenda & Mugenda, 2005).

3.9 Data Presentation and Analysis

Analysis of data was aimed to interpret the data, draw meaning from it Saunders et al., (2012). Data presentation and analysis answered research questions presented in this study and formulate conclusions. In this study, two types of data were analyzed separately and simultaneously. According to Saunders *et al.*, (2012), this procedure is a way of acquiring more reliable data where both qualitative and quantitative approaches are stated under.

3.9.1 Quantitative Data Analysis

According Kothari (2014) Analysis of data involved an organization and arrangement of data involving testing of hypothesis to obtain information. The researcher checked and used returned questionnaires for consistency. The questionnaires were closely checked in order to identify the filled and the blank item or not completed item. Therefore correlation, regression and descriptive statistics were applicable.

Data was entered I using the Statistical Package for Social Sciences version (SPSS) V.20.0 computer software, analysis of inferential for example, means, standard deviation, percentage, correlation, regression and descriptive. Data was analyzed for Pearson correlation to decide the linear degree of similarity of the dependent and independent variable. This technique was used because it has a formal analysis and its efficient. A multiple linear regression was run to know how much each of the independent variables predicts the dependent variable.

3.9.2 Qualitative Data

Qualitative data involves classifying information and data accordingly in categorizes appropriate. Interview responses were edited, inform of themes developed from study objectives. Open ended questionnaires and interviews were analyzed by listing respondents' views and ideas under each category.

3.10 Measurement of Variables

The research study used ordinal, nominal, Likert scale rating at the design of questionnaire and variable measurement. Nominal scale measured variables for example marital status, gender, education level. Ordinal scale used measurements of aspects of age. Time taken working with the district. For this study, four key variables that were measured which included, delegation, job-rotation and on job training, and these are independent variables and dependent variable being Performance of the district, which is the dependent variable. A Likert scale of 5-1 points with respondents answering by (Ticking); (Strongly agree (5), Agree (4), Not sure (3), Disagree (2) and Strongly Disagree (1) was used to measure the variables.

5	4	3	2	1
Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

3.11 Ethical Considerations

In this study main focus was put on the ethical consideration and maintained by a great confidentiality, looking at an information from respondent's privacy plus consent. The opinion and views of respondents was detained hence emphasizing confidentiality. All respondents handed over to the researcher and were completed in questionnaires form and only used for academic purposes. At the level of collection of data, document access was based on approval by the relevant authorities. Details concerning particulars, names that would show the identity of respondent was looked at. Respondent consent was of relevancy and participants were educated on the study so as to give a consented information to participants of the study. Only respondents who consented were involved in the study. Acknowledgement to the works of others especially scholars and authors throughout the literature was emphasized therefore paraphrasing of information to make meaning and avoid plagiarism.

3.12 Limitations and Delimitations of the Study

Like other studies, the current one has study limits in terms of its design. The in-ability of a case study design to provide unlimited representatives. Due to limited representatives the generalization of results is impossible (Crowe, Creswell & Robertson, 2011).

The researcher projected cases of respondents purposefully declining to provide essential data (information) to the researcher regarding the study basing on the confidentiality and purpose. While questioning the confidentiality and purpose. Nevertheless, the introductory letter from the graduate school tried to explain to respondents about how the information will be treated as confidential. Few respondents willing to completing and filling of questionnaires and other questions being not understood, less responses to questions, circumstances that are abrupt for

example respondents being on leave and not being able to fill the questions. Therefore, a constant reminding being the solution to the circumstance while filling questionnaires.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

The inferential findings, descriptive findings of study, were presented in this chapter and done considering specific objectives, hypothesis of study. First by the background of information, then descriptive and inferential statistics based on the study objectives and then a correlation was run to interpret the information.

4.1 Response Rate

The response rate in this section was got during period of data collection. One hundred forty-eight (148) questionnaires were distributed by researcher to the respondents. Only One hundred twenty eight (128) respondents returned back the fore mentioned tools of collection of data. This is shown in the table 4.1 below.

Table 4.1:Response Rate

	Distributed Questionnaires	Received Questionnaires	Percentage Response
Respondents	148	128	86.48%

Source: Field study (2020)

Table 4.1 above showed that 86.48% returned questionnaires given to them at the process of data collection. In that regard, (Mugenda & Mugenda 2008) acknowledges that a response above 70% is rated very good. This therefore acknowledges that a response rate 86.48% is an indicator of questionnaires being well responded to.

4.2 Background information of the respondents

Background information of the respondents is listed in the following ways.

4.2.1. Gender of Respondents

The gender of respondents (Local government employees) in Kwania District, northern Uganda revealed the stated results in table 4.2 below.

Table 4. 2: Distribution of respondents by gender

	Frequency	Percent
Male	74	57.8
Females	54	42.2
Total	128	100.0

Source: Research Data (2020)

The results from table 4.2 indicated that (57.8%) respondents were male, whereas the female counterparts were 42.2% of the total employees at Kwania District Local government. This revealed that majority of respondents at Kwania District Local government who made up the study remained male employees.

4.2.2 Age of Respondents

The age of respondents who were Employees at Kwania District Local Government generated the stated findings below in table 4.3.

Table 4.3: Distribution of respondents by age categories

	Frequency	Percent
25 and below	18	14.1
26-35	40	31.3
36-45	34	26.6
46-55	22	17.2
above 56	14	10.9
Total	128	100.0

Source: Research Data (2020)

As indicated in table 4.3 above, 31.3% respondents were under age brackets of 26-35 age. 26.6% were under brackets 36-45 years of age. Age bracket 46-55 years constituted 17.2% of respondents in Kwania District Local government. Those who were 25 years and below constituted 14.1% of the respondents. Minority of respondents were under the age bracket of 56 and above which constituted 10.9% of the total respondents. It is perfectly reasonable to argue that the reasons for the least representation of respondents under the age bracket of 56 and above is that beyond 60 years employees are required to retire giving chance to young employees to refill their positions.

4.2.3 Marital status of Respondents

Respondent's status of marriage who were Employees at Kwania District Local Government yielded the stated findings in table 4.4 below.

Table 4. 4: Distribution of respondents by marital status

	Frequency	Percent
married	72	56.3
single	36	28.1
Divorced	8	6.3
widowed	12	9.4
Total	128	100.0

Source: Research Data (2020)

Revelations portrayed in 4.4 above indicate majority respondents in Kwanja District Local Government 72 (56.3%) were married. Also, 36 (28.1%) were Single, 8 (6.3) acknowledged that they were divorced. Those who were widowed constituted 12 (9.4%) of the total respondents obtained at Kwanja District Local Government.

4.2.4 Position of Respondents

The position of the respondents who were Employees at Kwanja District Local Government yielded the subsequent findings in table 4.4 below.

Table 4.5: Distribution of respondents by position in the firm

	Frequency	Percent
Top Administrator	26	20.3
Middle and bottom staff	102	79.7
Total	128	100.0

Source: Research Data (2020)

The study as illustrated in table 4.5 established 102 (79.7%) responses were middle and bottom staff while 26 (20.3%) were top administrators. This therefore implies that majority of respondents

were middle and bottom staff at Kwania District Local Government and minority were top administrators.

4.2.5 Education level of Respondents

The Education level of the respondents who were Employees at Kwania District Local Government produced the stated results as reflected in table 4.6 below.

Table 4. 6:Education level of respondents in the firm

	Frequency	Percent
Certificate level	24	18.8
Diploma level	24	18.8
Bachelor’s degree level	69	53.9
Master’s degree level	11	8.6
Total	128	100.0

Source: Research Data (2020)

The results as reflected in table 4.6 pointed out that the minority of respondents were 11 (8.6%) and fitted to a cluster that had completed Master’s degrees. Meanwhile the majority of the respondents were 69 (53.9%) and had successfully completed Bachelor’s degrees. Those who had completed diploma level and certificate level all tallied at 24 (18.8%). This therefore implies that all Employees at Kwania District Local Government had at least attained a certain level of Education.

4.2.6 Work Experience of Respondents

Respondents work experience, therefore respondents who were Employees at Kwania District Local Government generated the stated findings in table 4.7 below.

Table 4.7: Work experience of respondents in the firm

	Frequency	Percent
1 year and below	20	15.6
2-5 years	34	26.6
6-9 years	46	35.9
10 and above	28	21.9
Total	128	100.0

Source: Research Data (2020)

As specified in table 4.7 overhead, 20 (15.6%) respondents had experience of 1 year and below. 34 (26.6%) worked in the Kwania District Local Government for 2-5 years. Majority of respondents with 46 (35.9%) had worked between 6-9 years. Others 28 (21.9%) were under the age bracket of 10 years and above. Findings show that respondents working have adequate experience of understanding the logic of employee development and Local Government performance in Kwania District.

4.4 Delegation and Local Government Performance.

The study sought to analyze the relationship between delegation and Local Government Performance.

4.4.1 Delegation Ratings

The respondents were demanded to show their level of agreement with the following statements pertaining to the relationship between Delegation and Local Government Performance at Kwania District Local Government. The results are portrayed in table 4.8 below.

Table 4.8: Delegation Ratings

Statements	N	Mean	Std. Deviation
Delegation is used in local governance frequently	128	4.02	1.223
Management encourages me to initiate tasks on my own	128	4.15	1.043
I am given challenging tasks to increase my skills	128	3.77	1.295
I delegate half of my daily duties to others	128	3.59	1.239
my performance after delegation increased compared to my performance before delegation	128	4.09	1.146

Source: Research Data (2020)

The study provides a revelation as illustrated in table 4.8 that respondents with 4.09 mean score and 1.146 standard deviation accepted performance after delegation increased compared to their performance before delegation whereas respondents with 4.15 mean and 1.043 standard deviation stated that management encourages them to initiate tasks on their own. The rest of respondents with 4.02 mean and 1.223 standard deviation noted that Delegation was used in local governance frequently. The respondents with 3.77 mean score and 1.295 standard deviation assumed that they are given challenging tasks to increase their skills whereas respondents with 3.59 mean and 1.239 standard deviation noted they also delegate half of their daily duties to other staff at Kwania District Local Government.

Therefore, majority of respondents acknowledged that their performance after delegation increased compared to their performance before delegation. The aforementioned findings are in line with qualitative findings from key informant coded 'Z1' who said that:

“After being delegated, the exposure to different working environments builds your capacity to undertake tasks differently. It makes you more productive like never before” (A1).

4.5 Job Rotation and Local Government Performance.

The study sought to analyze the relationship between Job rotation and Local Government Performance at Kwania District Local Government.

4.5.1 Job Rotation Ratings

The respondents were demanded to specify their level of agreement with the following statements relating to the relationship between job rotation and Local Government Performance at Kwania District Local Government. The results are portrayed in table 4.9 below.

Table 4.9: Job Rotation Ratings

Statements	N	Mean	Std. Deviation
Job rotation is effective in the local government	128	3.34	1.269
My understanding of the job improved due to job rotation	128	3.80	1.236
Exposure to different tasks helped in improving performance	128	4.18	1.038
Job rotation ensures that resource management and quality is done appropriately	128	3.54	1.291
My performance improved after job rotation as compared to before job rotation	128	3.68	1.304

Source: Research Data (2020)

The study provides a revelation as illustrated in table 4.9 it shows that majority of the respondents with a mean score of 4.18 and standard deviation of 1.038 held that Exposure to different tasks helped in improving their performance whereas respondents with mean score of 3.80 and standard

deviation score of 1.236 opined their understanding of the job improved due to job rotation. Other respondents with mean of 3.68 and standard deviation of 1.304 acknowledged that their performance improved after job rotation as compared to their performance before job rotation. The respondents with mean score of 3.54 and standard deviation of 1.291 assumed that Job rotation ensures that resource management and quality is done appropriately meanwhile respondents with mean of 3.34 and standard deviation of 1.269 noted that Job rotation is effective at Kwanja District Local Government.

The aforementioned findings therefore imply that Majority of respondents believed that Exposure to different tasks helped in improving their performance at Kwanja District Local Government. This was supported by qualitative findings obtained from respondent coded ‘Z3’ in Key informant interviews. He said that:

“Job Rotation helps employees to be multiple skilled. This therefore implies that employees are capable of operating in vast areas in the organization which yields the organizations’ ability to be effective even in the absence of managers to direct them, they will perform highly due to the background of having operated in multiple fields” (Z3).

4.6 On Job Training and Local Government Performance.

The study sought to analyze the relationship between On-Job Training and Local Government Performance at Kwanja District Local Government.

4.6.1 On Job Training Ratings

The on-job training results show that there is an interlink between on job training and local government performance in Kwanja District Local Government. As indicated in table 4.10 below.

Table 4. 10: On-Job Training Ratings

Statements	N	Mean	Std. Deviation
My personal objective for on job training was achieved	128	3.27	1.350
My understanding of work improved as a result of on job training	128	3.52	1.261
My skills at work improved as a result of on job training	128	4.05	1.114
On job training helps me utilize the available resources	128	3.96	1.245
My performance after on job training improved as compared to performance before	128	4.17	1.043

Source: Research Data (2020)

The study provides a revelation as illustrated in table 4.10 majority of the respondents had a mean score of 4.17 with a standard deviation of 1.048 therefore accepted their performance after on job training improved as compared to performance before on job training. Those with 4.05 mean and 1.114 standard deviation opined skills at work increased as a product of on job training. Those with 3.96 mean and 1.245 standard deviation acknowledged that On-job training strengthened them utilize the available resources. Those with 3.52 mean score and 1.261 standard deviation suggested their understanding of work-related activities increased. While those with 3.27 mean and 1.350 standard deviation advocated that personal objectives for on job training were achieved at Kwanja District Local Government.

The aforementioned findings therefore imply that Majority of respondents believed that that their performance after On-job training improved as compared to performance before on-job training. Minority of respondents on the other side noted that Job rotation was effective at Kwanja District Local Government.

The above finding is supported by qualitative findings from key informant Coded ‘Z6’ who acknowledged that:

“When you draw a balanced sheet to help you determine local government performance before and after On-Job training, you will conclude that there is robust performance after On-Job Training compared to the situation Before On-Job Training. This is because, this method helps to nurture employees in a way that shapes their mistakes while doing the job” (Z6).

4.7 Local Government Performance.

The study pursued to assess Local Government Performance at Kwanja District Local Government.

4.6.1 Assessment of Local Government Performance

In the assessment of local government performance respondents stated the level of acceptance of the given statements regarding Local Government Performance at Kwanja District Local Government. Findings are portrayed in table 4.11 below.

Table 4. 11: Assessment of Local Government Performance

Statements	N	Mean	Std. Deviation
There has been increase in accessibility to services through knowledge and skills acquired on job	128	3.32	1.267
There’s appropriateness of services offered at a reduced cost to match client needs is priority.	128	3.86	1.272
There has been attainment of service quality when carrying out duties	128	3.70	1.319
There has been timely delivery of services to clients	128	3.52	1.286
Employee development has led to provision of services at reduced costs.	128	4.03	1.203

Source: Research Data (2020)

The study provides a revelation as illustrated in table 4.11 majority respondents with 4.03 mean score and 1.203 standard deviation alleged employee development led to provision of services at reduced costs. Those with mean of 3.86 and 1.272 standard deviation opined that appropriateness of services offered at a reduced cost to match client needs was a priority in Kwanja Local Government. Then those with 3.70 mean and 1.319 standard deviation emphasized attainment of service quality when carrying out duties. Those with 3.52 mean score and 1.286 standard deviation presupposed timely delivery of services to clients while those with a mean of 3.32 and a standard deviation of 1.267 acknowledged that there was increase in accessibility to services through knowledge and skills acquired on job at Kwanja District Local Government.

The aforementioned findings therefore imply that Majority Employees acknowledged that employee development led to provision of services at reduced costs. Minority of respondents on the other side noted that there was increase in accessibility to services through knowledge and skills acquired on job at Kwanja District Local Government. This was supported by qualitative findings from key informant coded 'Z10' who established as thus:

“Employee development is very instrumental in enhancing the skills of most of the employees because it enables them have capacity of initiating new tasks, it breathes life to multi-tasking skills which in turn yield an increment in their productivity, efficiency and effectiveness. This leads to improvement in performance of Local Governments” (Z10).

4.6 Correlation Analysis

Correlation analysis examined a relationship of employee development and performance of Local Government in Kwanja District, Pearson correlation was suggested to find out the relationship of

dependent and independent variables of study. A correlation coefficient of -1 to +1, where by -1 shows negative correlation, +1 shows positive correlation while zero (0) shows no correlation (Kothari, 2011).

Employee development and Local Government performance in Kwania District. Was main emphasis of examining where by Pearson correlation determined the relationship as stated in Table 4.12 below

Table 4.12:: Correlation between employee development and Local Government Performance

		Delegation	Job rotation	On-the-job training	Local government performances
Delegation	Pearson Correlation	1	.312**	.344**	.759**
	Sig. (2-tailed)		.000	.000	.000
	N	128	128	128	128
Job rotation	Pearson Correlation	.312**	1	.392**	.240**
	Sig. (2-tailed)	.000		.000	.006
	N	128	128	128	128
On-the-job Training	Pearson Correlation	.344**	.392**	1	.229**
	Sig. (2-tailed)	.000	.000		.009
	N	128	128	128	128
Local Government performance	Pearson Correlation	.759**	.240**	.229**	1
	Sig. (2-tailed)	.000	.006	.009	
	N	128	128	128	128

****.** *Correlation is significant at the 0.01 level (2-tailed).*

Source: Research Data (2020)

Correlation findings showed in Table 4.12 above illuminate a very strong positive significant

relationship between Delegation and Local Government Performance in Kwania. The above relationship is stated by 0.759** correlation significant at $P < 0.01$. This shows any emphasis by employees to increase delegation will lead to a similarity of advancement in Local Government Performance. The findings show that Job Rotation and Local Government Performance is significant in Kwania District ($r = 0.240^{**}$ and $P\text{-Value} < 0.01$). Implying employees in Kwania District that embrace Job Rotation on average yield an increment in Local Government performance.

Additionally, the results show a significant positive relationship between On Job Training and Local Government Performance in Kwania District. Pearson correlation of 0.229** and $P\text{-Value} < 0.01$. Meaning Employees in Kwania District who practice On Job Training on average yield an increment in Local Government performance.

4.7 Regression results

Regression results were conducted to find out the rate at which employee development relates and affect Local Government Performance. Simple regression analysis was carried out by first determining the direct relationship of each construct of independent variable on Local Government performance.

4.7.1 The relationship of delegation and Local Government performance

To establish the relationship of delegation and local government performance, a simple regression was run by regressing delegation with Local Government performance and results are presented in table 4.13 below

Table 4. 13:Regression results on the relationship of delegation and Local Government performance

<i>Coefficients</i>							
Model		Unstandardized Coefficients		Standardized Coefficients	t		Sig.
		B	Std. Error	Beta			
1	(Constant)	.412	.254		1.622	.107	
	Delegation	.835	.064	.759	13.087	.000	
	R	R Square	Adjusted R Square	F	Sig.		
	.759 ^a	.576	.573	171.260	.000 ^b		

a. Dependent Variable: Local Government performance

b. Predictors: (Constant), Delegation

Results in Table 4.13 showed that the model is a good fit to explain variances in Local Government performance (F=171.260 and P value<0.01). It was also revealed that any effort taken to improve on Delegation would increase Local Government performance by 0.835. The model also indicates that the change in Local Government Performance is explained up to 57.3% of Delegation. This result indicated that Delegation is a good predictor of Local Government performance.

4.7.2 The relationship of Job Rotation and Local Government performance

To establish the relationship of Job rotation and local government performance, a simple regression was run by regressing Job rotation outputs with Local Government performance and results are presented in table 4.14 below.

Table 4.14:Regression results on the relationship of Job Rotation and Local Government performance

		Coefficients				
		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.700	.360		7.506	.000
	Job Rotation	.265	.095	.240	2.779	.006
		R	R Square	Adjusted R Square	F	Sig.
		.240 ^a	.058	.050	7.722	.006 ^b

Dependent Variable: Local Government performance

b. Predictors: (Constant), Job Rotation

Results in Table 4.14 showed that the model is a good fit to explain variances in Local Government performance ($F=7.722$ and $P \text{ value} < 0.01$). Therefore, any effort taken to improve on Job Rotation would increase Local Government performance by 0.265. The model also indicates that the change in Local Government Performance is explained up to 5.0% of Job Rotation. This result indicated that Job Rotation is a good predictor of Local Government performance.

4.7.3 The relationship of On-Job Training and Local Government performance

To establish the relationship of On-Job Training and local government performance, a simple regression was run by regressing On-Job Training outputs with Local Government performance and findings are shown table 4.15 below

Table 4. 15: Regression results on the relationship of On-Job Training and Local Government performance

<i>Coefficients</i>						
Model	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.	
1	(Constant)	2.564	.429		5.976	.000
	On-job Training	.296	.112	.229	2.642	.009
<i>Adjusted R</i>						
	R	R Square	Square	F	Sig.	
	.229 ^a	.052	.045	6.978	.009 ^b	

Dependent Variable: Local Government performance

b. Predictors: (Constant), On-job Training

Outcomes in Table 4.15 indicate this model as a good fit to explain variances in Local Government performance (F=6.978 and P value<0.01). Therefore, any effort taken to improve on On-job Training would increase Local Government performance by 0.296. The model also indicates that the change in Local Government Performance is explained up to 4.5% of On-job Training. This result indicated that Job Rotation is a good predictor of Local Government performance.

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The summary, discussions, conclusion and recommendations are the main basis of this chapter. The general aims of the study sought to investigate a relationship of Employee development and Local Government Performance, a case study of Kwanja District Local Government. The specific objectives of the study were; to examine the relationship between delegation and Local Government Performance in Kwanja District, to investigate the relationship between job rotation and Local Government Performance in Kwanja District, and to examine the relationship between On-job training and Local Government Performance in Kwanja District. Data was run through analysis and findings of results were correlated with theoretical literature and empirical data available. Conclusions involved, specific objectives of study, recommendations which were gathered basing on the conclusion and discussions of findings.

5.2 Summary of Findings

5.2.1 Relationship between Delegation and Local Government Performance in Kwanja District

The relationship between delegation and local government performance in Kwanja District. This relationship was showed by the Pearson correlation of 0.759** significant at $P < 0.01$. This was understood an effort of employees to progress delegation would increase possibility in recording growth in Local Government Performance. This finding therefore implied that the alternative hypothesis was supported whereas the null hypothesis was rejected.

5.2.2 Relationship between Job Rotation and Local Government Performance in Kwanja District

The results revealed that there was a significant relationship between Job Rotation and Local Government Performance in Kwanja District ($r=.240^{**}$ and $P\text{-Value}<0.01$). This implies that employees in Kwanja District that embrace Job Rotation on average yield an increment in Local Government performance. This finding therefore implied that the alternative hypothesis was supported whereas the null hypothesis was rejected.

5.2.3 Relationship between On-job Training and Local Government Performance in Kwanja District

Revelation of a significant relationship which is positive between On Job Training and Local Government Performance in Kwanja District. This was confirmed by Pearson correlation of 0.229^{**} and $P\text{-Value}<0.01$. Implying Employees in Kwanja District that embrace On Job Training on average yield an increment in Local Government performance. This finding therefore implied that the alternative hypothesis was supported whereas the null hypothesis was rejected.

5.3 Discussion of findings

The section offers a discussions of research results basing on the study's specific objectives as follows.

5.3.1 Relationship between Delegation and Local Government Performance in Kwanja District

The study revealed as portrayed in Table 4.12 that there is a very strong positive significant relationship between Delegation and Local Government Performance in Kwanja District. This relationship was indicated by the Pearson correlation of 0.759^{**} significant at $P<0.01$. Implying

any effort leading to employees to develop delegation increases a greater success in Local Government Performance. It is of little wonder therefore that the results of the inferential statistics acknowledged that respondents believed that their performance after delegation increased compared to their performance before delegation, they also opined top manager's motivation encourages them to develop skills in their ways when delegated. Also, other respondents argued that Delegation was used in local governance frequently which yielded much performance. Respondents also illuminated that they were delegated with challenging tasks to increase their skills. The study therefore approves a great significance between Delegation and Local Government Performance in Kwanja District. Local Governments should therefore consider applying Delegation for performance improvement.

In relation to the previous studies conducted, these findings indicated a significant relationship for instance; Research conducted in Kenya by (Njue, Waiganjo & Kihoro 2017) in their findings showed delegation was influencing performance of microfinance institutions, it was revealed that using delegation would promote organization performance as a leadership practice and also performance of other entities. Delegation therefore helped in skills improvement and competence building of employees.

Additionally, research conducted in Irbid Municipality in Jordan by (Hamdan, Akif & Mohammad 2015), delegation impact on employees showed that delegation to employees promotes effectiveness and efficiency therefore significant performance, Therefore, Local Governments ought to Delegate if they are to attain significant performance.

5.3.2 Relationship between Job Rotation and Local Government Performance in Kwanja District

The results as portrayed in Table 4.12 showed a relationship which was significant between Job Rotation and Local Government Performance in Kwanja District ($r=.240^{**}$ and $P\text{-Value}<0.01$). Implying employees in Kwanja District practicing Job Rotation on average yield an increment in Local Government performance. The aforementioned findings attributed results of inferential statistics which acknowledged that exposure of employees to different tasks helped in improving their performance, also that employees' understanding of the job improved due to job rotation. Also, respondents acknowledged that their performance improved after job rotation as compared to their performance before job rotation, respondents further asserted that Job rotation ensured that resource management and quality is done appropriately at Kwanja District Local Government.

The results were in agreement with previous studies which established a significant relationship for example; according to research conducted in Rwanda by (Habiyaremye, Ayebale & Wayama 2016) on job-Rotation and Performance of Entrepreneurial Firms, it was revealed that job-rotation is generally involved in skilling and providing knowledge of work to company workers which catapult in overall firms performance. In the same regard, research conducted by Malinski (2012) emphasized that Job rotation yielded performance due to its ability to neutralize employee absenteeism, work stress, turnover, boredom and improved innovation, capacity of employees to support production. He further revealed that, job rotation benefited both the employees in a way that he develops experience and learns new skills to perform tasks within a specified timeframe.

5.3.4 Relationship between On-job Training and Local Government Performance in Kwania District

The results as portrayed in Table 4.12 showed a positive significant relationship of On Job Training and Local Government Performance in Kwania District. This was backed by 0.229** Pearson correlation and P-Value<0.01. This implied that Employees in Kwania District who do On Job Training yield an increment in Local Government performance. It is of little wonder therefore that the results of the inferential statistics portrayed in table 4.10 the majority of respondents admitted that their performance after on job training improved as compared to performance before on job training. Also respondents opined that their skills at work increased on job training. Other respondents acknowledged that On-job training helped them utilize the available resources. In the same regard, other respondents noted that their personal objectives for on job training were achieved at Kwania District Local Government.

Fore mentioned results confirmed an agreement that previous studies which established a significant relationship for instance; Research conducted by Zheng (2009) established relationship which is significant of on job training with performance in task completion. This identified that training was relevant to employees to perform tasks. The study therefore highlighted that training has direct relationship with employee's performance.

Besides the above, research conducted in Karachi, Pakistan by Tahir (2014) a study conducted in the supermarket industry stated that on job training had a relationship significant to performance of an organization. This was evidenced by notions that accrue from the study which included the fact that On-Job training provided chances of developing employees through training and skills to address their work targets. This in return increased their productivity, which enhanced the supermarket's general performance.

5.4 Conclusion

In conclusion, this study investigated employee development relationship with Local Government Performance by taking area of case Kwania District Local Government. The study reveals that there is a very strong significant relationship which is positive of Delegation and Local Government Performance in Kwania District. The relationship was stated by the Pearson correlation of 0.759** significant at $P < 0.01$. The findings were significant and Job Rotation was related to Local Government Performance in ($r = .240^{**}$ and $P\text{-Value} < 0.01$). The findings further confirm a significant positive Kwania District relationship between On Job Training and Local Government Performance in Kwania District. ($r = .229^{**}$ and $P\text{-Value} < 0.01$). These findings provide insights on how employee development influences Kwania District Local Government Performance in terms of Timeliness, Service Quality and reduced service costs. Therefore, it is vital for Kwania District Local Government to generate interventions geared towards promoting employee development, such as, ensuring that employees are exposed to different tasks so as to improve their multi-tasking abilities, Management should also provide authority to employees with delegated responsibilities to initiate tasks on their own so as to improve local government performance.

5.5 Recommendations

The recommendations made by the researcher include the following;

5.6.1 Relationship between Delegation and Local Government Performance in Kwania District

Basing on research observations that Delegation positively correlates with Local Government Performance in Kwania District, the study recommends that managers put into consideration their employees' Goals and Strengths as basis for delegation of responsibility. This is because all

employees have goals they strive to attain, managers should use such goals as opportunities to delegate.

The study also recommends that managers should clearly define tasks they want to delegate to their subordinates. Therefore, they should not delegate every task. For example, reviews regarding performance and other personnel matters should not be delegated. Additionally, defining tasks to delegate should be considerate of employees' weaknesses and strength.

5.6.2 Relationship between Job Rotation and Local Government Performance in Kwanja District

Basing on research observations Job Rotation positively correlates with Local Government Performance in Kwanja District. The study recommends that managers embracing Job Rotation as a way of developing employees in the aforementioned entity ought to ensure that employees are exposed to different tasks so as to improve their multi-tasking abilities so as to enhance Local Government Performance in Kwanja District.

Managers should also carefully monitor the performance of every employee after job rotation. It is therefore imperative that managers assign mentors to rotated employees that provide guidance and help them at every step. These would offer feedback to these employees whenever they deviate from the real purpose of job rotation.

5.6.3 Relationship between On-Job Training and Local Government Performance in Kwanja District

Basing on research the observation, On-job Training positively correlates with Local Government Performance in Kwanja District. The study therefore recommends that managers should carryout analysis to identify a gap in employee skills are required to perform tasks therefore this can help

know which employees are supposed to be skilled and trained. This is necessary in enhancing their operational skills which is relevant in enhancing Local Government Performance in Kwania District.

5.7 Suggestions for further research

This study has limitations in terms of its design. The case study design used in this study limits representativeness which makes generalization of results impossible. Therefore future researchers should employ survey based research designs so as to generate new generalizable knowledge appropriate for enhancement of Local Government Performance.

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APPENDIX 1: QUESTIONNAIRE

Dear respondent,

The researcher is a student at Kyambogo University carrying out a research study titled “Employee development and Local Government performance”

The research is a fulfilment of the requirement of master’s degree of science in organization and public sector management of Kyambogo University

The researcher kindly expects you to provide necessary information as regards to the research. All the information given will be treated with utmost confidentiality and will be used for academic purpose only.

SECTION A

Instruction: Please tick () ✓ where appropriate

1. **Gender** Male Female

2. **Age** 25-35 years 36-45 years

46-55 years above 56 years

3. Marital status

Married

Single

Divorced

Widowed

4. Position held

Top administrator

Middle & bottom staff

5. Education Level

- Certificate
- Diploma
- Bachelor's degree
- Master's degree
- PhD

6. Work experience

- Lessthan5years
- Lessthan10years
- Lessthan10years
- Morethan10years

SECTION B

The responses in this section will be based on Likert scale rated 1-5 as follows

1. Strongly-agree(5)
2. Agree(4)
3. Uncertain/Not sure(3)
4. Dis-agree(2)
5. Strongly disagree(1)

Instruction: Please tick () ✓ where appropriate

The response in this table will be based on the Likert scale rated as (SA-Strongly agree, A-Agree
NS-not sure, DA-Dis agree, SDA-strongly dis agree)

DELEGATION	SA	A	NS	DA	SDA
1.Delegation is used in the Local Government frequently					
2.Management encourages me to initiate tasks on my own					
3.I am given challenging tasks to improve my skills and competencies					
4. 50% of my daily tasks are delegated to others, those who successfully complete delegated task					
5.My performance after delegation improved as compared to performance before delegation					
JOB ROTATION	SA	A	NS	DA	SDA
6.Job rotation is effective in the local government					
7.My understanding of the job improved due to job rotation					
8.Exposure to different tasks helped in improving performance					
9.Job rotation ensures that resource management and quality is done appropriately					
10.My performance improved after job rotation as compared to before job rotation					

ON THE JOB TRAINING	SA	A	NS	DA	SDA
11. My personal objective for on job training was achieved					
12. My understanding of work improved as a result of on job training					
13. My skills of work enhanced as a result of on job training					
14. On job training helps me utilise the available					
15. Resources to improve quality accessibility and appropriately					
16. My performance after on job training improved as compared to performance before					
LOCAL GOVERNMENT PERFORMANCE	SA	A	NS	DA	SDA
17. There has been increase in accessibility to services through knowledge and skills acquired on job					
18. There's appropriateness of services offered at a reduced cost to match client needs is priority					
19. There has been attainment of service quality when carrying out duties					
20. There has been timely delivery of services to clients					
21. Employee development has led to provision of services at reduced costs.					

APPENDIX 2: INTERVIEW GUIDE

Hello Respondent,

The interviewer is pursuing a master's of science in organization and public sector management student from Graduate school Kyambogo University As a requirement for the fulfillment of the programme a thesis is required to be written and the title is "Employee development and Local government Performance.

The following interview is designed for senior managers in Local Government.

Please find some time to answer all the questions that follow.

All information you provide will be taken with highest confidentiality. Thank you for taking part in the interview.

1. Does Delegation of tasks have any Significance on Local Government Performance?
2. What are some of the achievements you derived from delegation in the local government?
3. What are the challenges derived from delegation in the Local Government?
4. Does Job rotation have any significance on Local Government Performance?
5. What are some of the achievements you derived from job rotation in the Local Government?
6. What are the challenges derived from delegation in the Local Government?
7. Does on the job training have any significance on Local Government performance?
8. What are some of the achievements you derived from on the job training in the local Government?
9. What are the challenges derived from delegation in the Local Government?

The End of Interview

Your time is highly appreciated.

APPENDIX 3: Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.