

**ORGANIZATION MANAGEMENT PRACTICES AND EMPLOYEE
PERFORMANCE IN LOCAL GOVERNMENTS: A CASE OF MASAKA CITY
COUNCIL**

BY

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DECLARATION

I Atusasire Doreen, hereby declare that this dissertation on the topic “*Organization management practices and employee performance at Masaka City Council*” is my original work and it has never been submitted in any other institution of learning for any award. It is now submitted for examination with approval of my supervisors.

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APPROVAL

We hereby certify that this dissertation on the title, “*Organization management practices and employee performance at Masaka City Local Government*” by **Atusasire Doreen (22/U/GMOP/094/PE)** was under our supervision and it is now ready for submission with our approval.

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DEDICATION

I dedicate this dissertation to my beloved family: Mr. Kayiwa Jude my husband, our sons Ssuuna Ryan, Busuulwa Francis Xavier, Kayiwa Louis .S. and our daughter Kayiwa Adrianah .N. Thank you for the Support extended to me during the course of study.

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LIST OF ACRONYMS

CVI:	Customer Value Index
MbO:	Management by Objectives
NPM:	New Public Management
NWSC:	National Water & Sewage Corporation
SPSS:	Statistical Package for Social Scientists

ABSTRACT

This study examined the relationship between organization management practices and employee performance at Masaka City Council. The study was guided by three objectives which included examining the relationship between management support and employee performance, the relationship between management communication and employee performance, and the relationship between employee involvement and employee performance at Masaka City Council. The research employed a case study research design. The study was based on 149 employees. Based on the regression analysis, the study findings showed individual Management support ($B = 0.418$) and communication ($B = 0.217$) while employee involvement ($B = 0.193$) as predictors. The study recommends that management of local town councils adopt a well-structured reward system to recognize and motivate staff performance, thereby enhancing employee morale and productivity. Furthermore, town councils should invest in continuous staff development through targeted training programs and clear career growth pathways to foster long-term commitment and skills enhancement. It is also advised that local councils create a conducive and supportive work environment that balances employee needs with institutional goals. Additionally, effective and transparent communication channels should be established to ensure timely and accurate flow of information among staff and leadership. Finally, local town councils are encouraged to embrace inclusive management approaches by involving employees at all levels in decision-making processes, formulation of policies, and monitoring of development initiatives to promote a sense of ownership and accountability.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Worldwide, organizations have consistently prioritized improving employee performance (Robbins & Coulter, 2017). They have implemented a range of management strategies aimed at maximizing employee effectiveness, which may involve strategies like fostering effective communication, supportive leadership styles, and encouraging active involvement of all staff in organizational activities (Robbins & Coulter, 2017). However, despite these initiatives, some organizations have fallen short of expected results, with certain employees facing challenges in meeting set goals and deadlines, leading to decreased productivity (Aupal, 2016). This study aims to examine the relationship between organization management practices and employee performance specifically at Masaka City Council. This chapter presents the background to the study, statement of the problem, general objective of the study, specific objectives of the study, research questions, hypothesis of the study, conceptual framework, justification, scope of the study, significance of the study and operational definition of key terms.

1.2 Background to the Study

The background to the study has been looked at in four different perspectives which include historical, theoretical, conceptual and contextual perspectives.

1.2.1 Historical Perspective

Globally, issues regarding employee performance have been prevalent across both public and private sectors (Nabukeera, Ali & Raja, 2015). Salem (2003) observed a notable shift in interest towards employee performance outside academic realms and governmental spheres by the 1980s. He highlights the emergence, adoption, and implementation of various performance management systems rooted in historical practices such as cost-benefit analysis in the 1960s, management by objectives (MbO) in the 1960s and 1970s, and output budgeting in the 1960s. Management techniques reflecting the "Anglo-Saxon" paradigm in the 1980s aimed to pinpoint employee demands and enhance Human Resource efficiency (Salem, 2003).

In the early 21st century, performance appraisals in organizations primarily served for employee accountability and reward allocation (Azizi-Rostam, 2020). However, evolving organizational

dynamics made it challenging to utilize performance appraisal for timely goal-setting and individual performance improvement. The former emphasis on accountability has waned, with organizations viewing performance appraisal reports as biased, leaving employees awaiting feedback. In response, organizations face heightened competitive pressure to enhance talent management efforts, necessitating valuable feedback from managers to ensure employees meet performance targets (Azizi-Rostam, 2020). This need is met through informal and regular reviews rather than annual assessments, enabling a focus on individual accountability and fostering teamwork. Ideally, manager-employee conversations occur post-project completion, goal achievement, or problem resolution, allowing employees to develop skills for future activities while maintaining current performance levels (Fauzilah et al., 2011; Azizi-Rostam, 2020).

In Uganda, following the liberalization of economies in the 1980s and early 1990s, organizations encountered increased competition from multinational entities (Karuhanga, 2010). In response, organizations sought ways to become more responsive to client expectations and compete favorably in the global market (Halachmi, 2002 as cited in Karuhanga, 2010). Various management practices were implemented to enhance employee performance, ensuring effective client service and competitive advantage. These initiatives led to improvements in outcomes, task completion, service quality, transparency, and accountability, facilitated by executive support, effective communication channels, and employee involvement to enhance skills acquisition (Kemigisha, 2011).

There have been efforts to improve employee performance and operational effectiveness within Uganda's local governments, however, since their inception, have thus far yielded unsatisfactory outcomes (Tumushabe et al., 2014). Despite the expectation that institutions like Masaka City Council would ensure efficient and high-quality service delivery in terms of task performance, adaptive performance and contextual performance, these aspirations have not materialized. Consequently, this has adversely impacted overall performance, and the desired level of service delivery remains unattained. Therefore, this background informs this study to examine the effect of management practices on employee performance at Masaka City Council.

1.2.2 Theoretical Perspective

The study was guided New Public Management (NPM) Theory, which emerged in the late 20th century advocating for market-oriented reforms in public sector management. Originating from scholars like Christopher Hood, David Osborne, and Ted Gaebler, NPM gained prominence during the 1980s and 1990s as governments sought to enhance efficiency, accountability, and overall performance in public organizations (Hood, 1991; Pollitt, 1993).

NPM represents a departure from traditional bureaucratic models by integrating principles from private sector management. It emphasizes managerial autonomy, results-driven practices, decentralized decision-making, and the introduction of market mechanisms into public service delivery (Pollitt & Bouckaert, 2011). These principles suggest that public sector organizations can achieve improved efficiency and effectiveness through practices such as performance measurement, competition, and customer focus, akin to those in private enterprises.

In the context of Masaka City Council, applying NPM principles could enhance management practices and elevate employee performance. By implementing clear performance metrics, enhancing managerial accountability, and fostering a customer-centric approach, NPM has the potential to reduce inefficiencies and strengthen service delivery. However, it's crucial to assess the fit of NPM within Masaka City Council's cultural, regulatory, and operational context to ensure alignment with organizational goals and societal expectations.

1.2.3 Conceptual Perspective

The study was guided by two variables which are management practices and employee performance. According to Durnmore (2016), management practices represent the most effective methodologies and benchmarks for navigating changes within the workplace, comprising executive support, effective communication, and staff involvement in organization tasks. These practices facilitate smoother adaptation to future circumstances by implementing optimal organizational management strategies. Furthermore, Metre (2009) has cataloged several management practices available for adoption, with key ones encompassing management support, communication, and employee involvement.

According to Drucker (1966), an organization's survival hinges on the management's support for their employees. Rewarding, trainings and providing good working environment for employees by the management aid in managing the day-to-day operations of organizations and improves how the employees are performing their tasks. Fatma (2015) emphasizes the significance of communication in establishing cohesive and efficient teams within the organization, and argues that it is crucial at both the individual and organizational levels. The author further contends that employee performance can be enhanced by ensuring transparent information flow, timely communication, complete information dissemination, and feedback to all employees. Additionally, according to Mugisha and Berg (2008), employee involvement refers to granting workers the chance to take part in operations that affect their work, including sharing ideas with management on policy formation, delegation, and active involvement in the daily decision-making process which, in turn, enhance the effectiveness and efficiency of how employees execute their tasks.

On the other hand, Nduati & Wanyoike (2022) defined employee performance as the measure of an individual's effectiveness, productivity, and overall contribution within an organization. It encompasses how well an employee completes assigned tasks, meets job requirements, and attains predetermined goals and objectives. However, in this study and in the case of Masaka City Council, employee performance will be looked at in form of task performance, adaptive performance and contextual performance.

1.2.4 Contextual Perspective

The research was conducted in Masaka City Council which found in central Uganda a long Kampala-Mbarara High Way. Masaka was founded in 1900 during the colonial era and has evolved into a bustling municipality and administrative hub within the country in 1953 (Cooper & Fontanellaz, 2015) Initially established as a trading post along the Kampala-Masaka highway, the city's strategic location facilitated its growth into a vital commercial and transportation hub connecting various regions in southern Uganda and in 2018 it was elevated at the level of City (Ministry of Local Government, 2018).

In an effort to enhance its operations and service to the community members effectively, Masaka City Council has implemented various management practices with the goal of fostering how its employees execute their tasks. Under robust leadership initiatives, the city has continuously offered direction, resources, and motivation to its staff, nurturing a conducive workplace environment characterized by transparent communication to facilitate smooth information dissemination at all organizational levels. Furthermore, the city management actively involves its employees in decision-making processes, seeking their insights and involvement in critical initiatives (Bemanyisa, 2023).

However, the performance of employees at Masaka City Council has come under scrutiny. Many employees have exhibited a decline in their task completion rates, failing to meet established targets, consequently impacting the overall service delivery. This trend can be attributed to Masaka City Council's low work plan implementation rate of 60% in 2022 (Office of the Auditor General, 2022). Furthermore, absenteeism and tardiness among staff are prevalent issues, with many employees frequently arriving late or leaving early. Additionally, there is a notable delay in meeting deadlines, particularly evident in the delayed submission of accountability reports to parliament (Office of the Auditor General, 2022). In response to these challenges, the city management has resorted to disciplinary measures, including penalties, written apologies and as a result, the city currently experiences employment rate of only 65% (Bemanyisa, 2023). Therefore, from this back ground, the researcher examined the relationship between organization management practices and employee performance at Masaka City Council.

1.3 Statement of the Problem

Improving employee performance remains a central objective for institutions worldwide (Robbins & Coulter, 2017). Various organizations have adopted diverse management practices aimed at enhancing employee effectiveness, often incorporating elements such as clear communication, supportive leadership, and active involvement of all staff in organization activities (Robbins & Coulter, 2017). Similarly, Masaka City Council, like many other entities, has strategically implemented a range of management practices to elevate employee performance, prioritizing support from management, effective communication, and staff involvement in city operations (Bemanyisa, 2023). Through strong leadership initiatives, the city

has consistently provided guidance, resources, and encouragement to its teams, fostering a supportive work environment with transparent communication channels to facilitate seamless information flow across all levels. Additionally, the organization actively involves employees in decision-making processes, soliciting their input and participation in key initiatives (Bemanyisa, 2023).

Despite such efforts, employee performance at Masaka City Council is being questioned. Most employees have reduced their task accomplishment rate and fail to meet their targets, which has affected the service delivery rate. This can be attributed to a low 60% work plan implementation that Masaka City Council registered in 2022 (Office of Auditor General, 2022). Most employees tend to be absent from the workplace, averaging only three days a week and often arrive late, mostly at 10 am, and leave at 2 pm. Consequently, most staff members fail to meet deadlines, especially in writing reports, as accountability reports are often delayed by two to three months before being submitted to the parliament (Office of Auditor General, 2022). The management of the city has attempted to discipline some employees, with others being forced to write apology letters or even being dismissed due to their poor performance. Currently, the city has only a 65% employment rate (Bemanyisa, 2023). Therefore, this prompted the researcher to examine the relationship between management practices and employee performance at Masaka City Council.

1.4. General objective of the study

To examine the relationship between organization management practices and employee performance at Masaka City Council.

1.5 Specific Objectives

- i) To examine the relationship between management support and employee performance at Masaka City Council.
- ii) To assess the relationship between management communication and employee performance at Masaka City Council.
- iii) To investigate the relationship between employee involvement and employee performance at Masaka City Council.

1.6 Research Questions

- i) What is the relationship between management support and employee performance at Masaka City Council?
- ii) What is the relationship between management communication and employee performance at Masaka City Council?
- iii) What is the relationship between employee involvement and employee performance at Masaka City Council?

1.7 Hypotheses of the Study

Ho₁: There is no significant relationship between management support and employee performance at Masaka City Council

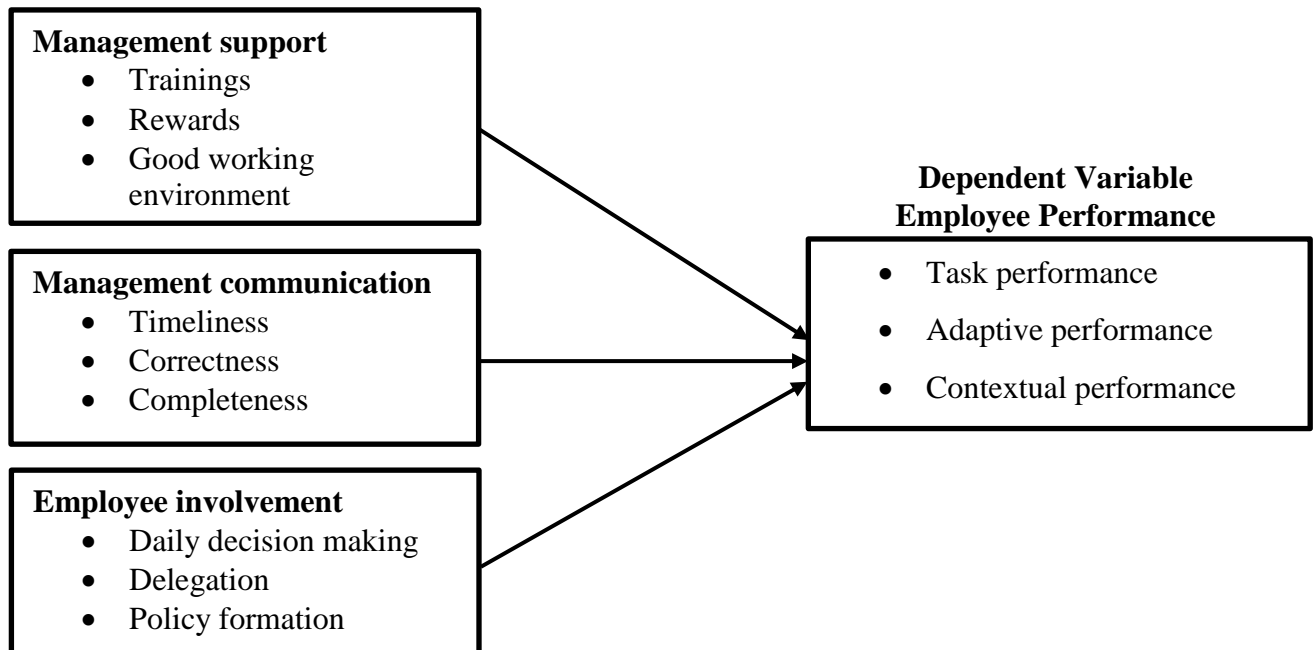
Ho₂: There is no significant relationship between management communication and employee performance at Masaka City Council

Ho₃: There is no relationship between employee involvement and employee performance at Masaka City Council

1.8 Conceptual Framework

The conceptual framework illustrates the connection between the independent variable (organization management practices) and the dependent variable (Employee performance). The study will adhere to this conceptual framework.

**Independent Variable
(Organization Management Practices)**



Source: Adapted from Duyile (2022); Chen et. al., (2019); Kizito (2016); Pradhan and Jena (2017)

Figure 1.1: The Study Conceptual Framework

The conceptual framework encompasses the independent variable as organization management practices, consisting of three constructs: management support, management communication, and employee involvement. This framework posited that these constructs serve as predictors of the dependent variable, which is the performance of employees within Masaka City Council. Furthermore, the conceptual framework illustrates the connection among management support, management communication, and employee involvement, hypothesizing that they collectively boost employee performance. Thus, based on the conceptual framework, it was not expected that effective organization management practices positively influence employee performance in terms of task performance, adaptive performance and contextual performance which this study aims to investigate.

1.9 Justification of the study

The performance of employee across different newly created cities has remained low (Office of Auditor General, 2022). There are studies that have been carried out to examine the effect of management practices on employee performance in local governments. However these that have

been carried out such as Muesenze, Munene, and Ntayi (2018) were not conducted at Masaka City Council. There was limited information regarding management practices on employee performance in the newly created cities and Uganda at large hence creating literature gap in that regard. Therefore, this formed a basis for examining the relationship between management practices on employee performance at Masaka City Council.

1.10 Significance of the Study

Policymakers: Understanding the particular management practices influencing employee performance, policymakers can develop strong interventions aimed at expanding workplace productivity, thereby boosting the organization's overall performance.

Employees: Understanding the connection between organization management and individual performance enables employees to champion beneficial alterations in the workplace. This understanding empowers them to participate in constructive discussions with management, fostering a healthier work environment and potentially enhancing their overall job satisfaction and well-being.

Institutions/organizations: Organizations from diverse industry sectors can utilize this research to embrace effective management practices recognized for fostering employee performance. This broad applicability across sectors enriches the study's relevance to a broader audience, facilitating the sharing of best practices and fostering the advancement of organization management across various domains.

Scholars/Researchers: This study may offer a valuable supplement to existing knowledge concerning the organization management practices and employee performance. Moreover, it will serve as a reference for subsequent research endeavors, aiding in the writing of stronger research proposals and papers in the future.

1.11 Scope of the study

In this study, the scope was looked at in form of content scope, geographical scope and time scope.

1.11.1 Content Scope

The study focused on organization management practices as the independent variable and employee performance as the dependent variable. Evaluating organization management practices entailed examining three constructs: management support, management communication, and employee involvement, while employee performance was assessed based on task performance, adaptive performance and contextual performance. The more emphasis was put on how organization management practices, along with its constituent constructs are related to employee performance.

1.11.2 Geographical Scope

This research was conducted in Masaka City Council. Masaka City is approximately 132 kilometres (82 mi) to the south-west of Kampala on the highway to Mbarara City. Masaka is bordered by Kalungu district to the north, Kalangala district to the east, Kyotera district to the south-west and south and Lwengo district in the west. Masaka City Council has been considered in this study because it's one of the new created cities in Uganda that have been registering poor service delivery as a result of poor employee performance (Office of Auditor General, 2022).

1.11.3 Time Scope

The research concentrated on literature published between 2017 and 2023. This period was used because it's when Masaka City Council was created and it's the period when there have been cases of poor employee performance in the city.

1.12 Operational definitions of key terms

Management Practices: In this study, management practices are looked as the most effective methods or standards utilized in overseeing organizations and employees in the workplace. These practices include management support, communication, and the involvement of employees in the organization's operations.

Management support: In this study, it refers to the capability of senior management to aid employees in task completion. This involve supporting employees by appropriately rewarding

them, empowering them through training, and establishing a conducive working environment for them to do their work.

Management communication: In this study, it refers to the use of suitable appropriate communication channels to build connections, nurture trust, actively listen, and exhibit humility. Specifically, the focus will be on timely communication and the dissemination of accurate and comprehensive information to employees.

Employee involvement: Within the scope of this study, it refers to the opportunity provided and the degree to which employees engage in the organization's operations. This encompasses sharing ideas with management, task delegation, participation in policy formulation consultations, and involvement in daily decision-making processes among other activities.

Employee performance: In this study, it refers to the degree of effectiveness and productivity exhibited by an individual employee in fulfilling their job responsibilities and contributing to the organization's goals and objectives. It encompasses the task performance, adaptive performance and contextual performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this section, the researcher explored literature relevant to organization management practices and employee performance. This exploration was categorized into four sub-sections: theoretical review, conceptual review, empirical review and literature gap. The study has considered literature from both local and international sources, published and unpublished sources.

2.2 Theoretical Review

The study was grounded in the principles of New Public Management (NPM), which emerged in the late 20th century as a leading theory advocating for market-oriented reforms in public sector management. Pioneered by scholars like Christopher Hood, David Osborne, and Ted Gaebler, NPM gained prominence during the 1980s and 1990s as governments sought to improve efficiency, accountability, and performance in public organizations (Hood, 1991; Pollitt, 1993). NPM represents a departure from traditional bureaucratic models, incorporating principles borrowed from private sector management.

Key aspects of NPM include managerial autonomy, results-focused management, decentralized decision-making, and the integration of market mechanisms into public service delivery (Pollitt & Bouckaert, 2011). It posits that public sector entities can achieve greater efficiency and effectiveness by adopting practices such as performance measurement, competition, and customer orientation, akin to private enterprises.

Despite its popularity, NPM has faced criticism for its emphasis on efficiency over other public values such as equity, social justice, and accountability (Hood, 1995). Critics argue that by prioritizing cost-cutting and performance metrics, NPM may neglect the broader social missions of public organizations, potentially leading to disparities in service provision and societal outcomes (Dunleavy & Hood, 1994). Additionally, resistance from bureaucratic structures, political stakeholders, and public sector unions often complicates the implementation of NPM reforms, hindering effective change management and desired outcomes (Christensen & Lægreid, 2007).

In the context of Masaka City Council, the principles of NPM offer valuable insights into enhancing organizational management practices and improving employee performance. By implementing clearer performance metrics, enhancing managerial accountability, and fostering a customer-centric approach, NPM could potentially mitigate inefficiencies and enhance service delivery. However, it was essential to carefully assess the applicability of NPM principles within the specific cultural, regulatory, and operational context of Masaka City Council to ensure alignment with organizational objectives and societal expectations.

2.3 Conceptual Review

This section captures a review on the all the study variables used in this study.

2.3.1 Management support

Management support encompasses the willingness and ability of top management to assist employees in accomplishing their tasks effectively, fostering a supportive work environment. This support is vital for employee motivation, job satisfaction, and overall organizational success. It involves various actions such as providing resources, offering encouragement, and empowering employees through training and development opportunities (Shin & Hur, 2019). When employees perceive strong support from management, they are more engaged, committed, and motivated to perform well.

2.3.2 Management communication

Management communication is the strategic and effective exchange of information, ideas, and feedback between organizational leaders and employees to facilitate understanding, collaboration, and alignment with organizational goals (Johannesen-Schmidt & Maslyn, 2018). It encompasses various channels such as face-to-face meetings, emails, newsletters, and digital platforms, aiming to keep employees informed, engaged, and motivated. Transparent and open communication from management fosters trust, reduces uncertainty, and enhances employee satisfaction and commitment. Additionally, clear communication can improve decision-making processes, increase productivity, and promote a positive organizational culture (Guerrero & Floyd, 2006). Effective management communication is essential for addressing concerns, resolving conflicts, and building strong relationships within the organization.

2.3.3 Employee involvement

This is the extent to which employees are actively engaged in organizational decision-making processes, problem-solving, and goal-setting initiatives. It encompasses practices such as participative management, team-based work structures, and empowerment strategies aimed at enhancing employee autonomy and responsibility (Benson & Lawler, 2013). Involving employees in decision-making can lead to higher job satisfaction, increased motivation, and improved performance outcomes. Furthermore, employee involvement fosters a sense of ownership, commitment, and loyalty towards the organization (Benson & Lawler, 2013). Organizations that prioritize employee involvement often experience higher levels of innovation, creativity, and adaptability, contributing to long-term success and competitiveness.

2.3.4 Employee performance

Employee performance looks the level of effectiveness and efficiency with which an employee carries out their job responsibilities, typically measured against predetermined goals and objectives (Armstrong & Taylor, 2014). However, performance evaluations are commonly conducted through regular assessments, feedback sessions, and performance appraisals, utilizing methods like self-assessment, peer reviews, supervisor evaluations, and objective metrics to effectively measure the employee performance in terms of task performance, adaptive performance and contextual performance.

2.4 Empirical review

This section has been presented in the order of study objectives;

2.4.1 Management support and employee performance

Al-Husseini and Sawasn (2023) highlight the significance of supportive management in cultivating an environment where employees feel empowered, motivated, and aligned with the company's objectives. In Europe, particularly in countries like Sweden and Germany, workplaces prioritize a balanced work-life equilibrium, facilitated by management's active support, leading to enhanced job satisfaction, commitment, and overall performance. Similarly, in Asian cultures such as Japan and South Korea, where hierarchical structures prevail, management's provision of guidance, recognition, and encouragement fosters a sense of loyalty and commitment among employees (Tamimi, Tamam & Sopiah, 2023). However, as these studies were carried out from

developed nations in Europe and Asia, therefore, further investigation is warranted to validate their applicability in the Ugandan perspective.

Chacha (2018) emphasizes the challenging nature of management for top executives, stressing the importance of utilizing leadership abilities to motivate lower levels of the organization. The study advocates for participative leadership as the most effective form of executive support, promoting involvement, consultation, and ongoing learning to inspire subordinates and improve overall employee satisfaction and work environment. Relatedly, Scott et al. (2016) and Christine et al. (2017) revealed the importance of management in providing employees with necessary information for organizational efficiency, aligning with Drucker's (2004) assertion on executive accountability and efficient communication. However, the study didn't establish a direct relationship between management support and employee performance which this current study aims to address.

Prosci (2018) look at change management, emphasizing the executive's crucial role in effective change implementation and communication of core values and policies. However, without employee motivation and effective leadership, the execution of these values may falter, necessitating tough decisions to ensure desired outcomes. Relatedly, Watson (2018) underscores effective leadership's role in driving successful change within local governments, advocating for organizational alignment, measurement of activities, and team dedication. While Raps (2015) and Wheelen and Hunger (2015) stressed the importance of executive commitment in clarifying roles and guiding successful strategy execution of tasks by employees, however, these studies were conducted in a city like Masaka City Council. Besides that, they studies were not carried out in Uganda, therefore, this study is necessary to examine the applicability of such findings in the Ugandan perspective.

2.4.2 Management communication and employee performance

Communication from management serves not only to distribute information but also to establish a clear sense of direction and understanding for employees (Tamimi, Tamam & Sopiah, 2023). It's through clear and transparent communication that a harmonious work environment is cultivated, fostering a sense of value and inclusion among employees in organizational

processes. In regions like China, where a strong leader-follower dynamic prevails, open communication channels play a crucial role in enhancing employee engagement, morale, and comprehension of organizational goals (Tamimi, Tamam & Sopiah, 2023; Sulaiman, Abdullah & Man, 2023). Effective communication of expectations, feedback, and organizational changes positively impacts employee motivation, job satisfaction, and ultimately, overall performance. However, the study was conducted in China, further investigation is necessary to confirm the applicability of these findings in the Ugandan context.

Aupal's (2016) investigation into management practices and local government performance in eastern Uganda revealed that effective communication from top management with employees and customers enhances employee performance and contributes to achieving organizational goals. Similarly, Fatma (2015) underscores the ongoing nature of communication for institutional success, emphasizing its importance within and outside the workplace. Moreover, Aupal (2016) highlights that in contemporary management and corporate settings, communication skills outweigh technical skills, emphasizing the necessity of effective communication from the outset for achieving high employee performance. However, given that these studies focused on local government contexts, further inquiry is necessary to determine their relevance for organizations like Masaka City Council.

Baret et al. (2017) advocate for effective communication in organizations, citing numerous benefits such as increased profitability, productivity, teamwork, and staff motivation. Conversely, organizations reliant solely on memos may underperform. Hence, it's incumbent upon management to keep all employees abreast of market or industry changes and adjust policies accordingly. Middle supervisors should also effectively communicate new tasks and roles to their supervisees. Effective communication, as it involves the transfer of information between individuals, plays a crucial role in achieving these objectives (Baret et al., 2017). However, as this study primarily focused on non-profit organizations, its applicability to institutions like Masaka City Council is necessary.

Fatma (2015) highlights the criticality of effective communication in building effective teams, minimizing industrial problems, and maintaining stakeholder relationships. Durnmore (2014)

aligns with Fatma's perspective, contending that integrating communication into an organization's change management practices can enhance organizational performance. He further emphasizes that effective communication among employees is pivotal in increasing employee engagement, thereby leading to higher employee performance. This means recognizing the importance of effective communication in aligning organizations helps in motivating staff. Nonetheless, given that these studies were conducted outside the realm of Masaka City Council, verifying their applicability in the local government is necessary.

Muesenze, Munene, and Ntayi (2018) conducted a study on "Communication Practices and Quality Service Delivery Tradition: Uganda's Local Government Perspective," examining 212 local administrations in Uganda. The findings indicated a positive and significant influence of both formal and informal communication practices on the quality of service delivery in Uganda's local government. However, since the study primarily focused on service delivery within local government, the study missed the aspect of employee performance. Therefore, it was necessary to examine effect of employee involvement on employee performance at Masaka City Council.

2.4.3 Employee involvement and employee performance

With an increasing emphasis on collaborative work environments, organizations in West Africa are acknowledging the significance of actively involving employees in decision-making processes and goal-setting (Chummun & Lizanani, 2023). Employee engagement not only boosts job satisfaction but also nurtures a sense of ownership and dedication among the workforce. This aspect is particularly crucial given West Africa's diverse cultural fabric, where effective communication and collaboration play pivotal roles. As employees become more integrated into decision-making processes and the overarching organizational strategy, their performance tends to excel (Chummun & Lizanani, 2023). This positive association between employee involvement and performance contributes to cultivating a motivated and efficient workforce, aligning with the region's aspirations for sustainable economic growth and organizational triumph. However, since the study was conducted in West Africa, specifically Nigeria, further research is essential to validate the relevance of such findings within the Ugandan context.

Chacha (2018) posits that employees directly involved in a specific process possess invaluable insights on how to enhance it. However, in Kenyan organizations characterized by high power distance, involvement principles are not commonly embraced. Gallie et al. (2013) underscore the importance of engaging a highly skilled workforce, as it correlates with enhanced motivation and productivity. Moreover, Sofijanova and Zabijakin-Chatleska (2015) unearthed a positive association between employee involvement and performance, affirming that adept utilization of involvement practices correlates positively with employee commitment and subsequently, heightened performance. Nevertheless, since these studies were conducted outside Uganda, their findings extend beyond the Ugandan scope, necessitating further investigation to ascertain their applicability within the Ugandan perspective.

In their examination of a Swedish water company, Raffo, O'Connor, Lovatt, and Banks (2018) discovered that involving employees in decision-making empowers even those in junior positions to contribute their perspectives, consequently enhancing the accuracy of management decisions. Similarly, Cassia and Magno (2017) explored the impact of employee involvement, particularly in project planning, on project performance. They concluded that the inclusion of junior employees significantly influences their perception of project goals, resource allocation, and decision-making, fostering a sense of organizational belonging and dedication. However, since these studies were conducted in Sweden, they fall outside the Ugandan context, prompting the need to validate their results within the Ugandan setting, using Masaka City Council as a case study.

Kapopoulos and Lazaretou (2018) assert that employee involvement is pivotal in ensuring the performance of a government institution. Mechanisms for controlling day-to-day operations are indispensable, achievable only through employee engagement. Their involvement ensures that diverse stakeholders fulfill their oversight responsibilities, explores innovative solutions to developmental challenges, and provides opportunities for both individuals and groups to participate in the entity's activities. However, this research was conducted in non-profit-making government institutions, warranting exploration into how employee involvement affects performance local governments like Masaka City Council. Similarly, Mugisha and Berg (2017) investigated the turnaround of Uganda's National Water and Sewage Corporation, a state-owned

enterprise, highlighting the significance of employee involvement in improving service quality and expanding the network. This underscores the importance of focusing on organizational initiatives and team development to enhance employees' output. Nonetheless, since the study was conducted at NWSC, further research is essential to confirm the applicability of these findings to Masaka City Council.

2.5 Literature review gap

The reviewed literature was drawn from various studies offers insights into organization management practices and employee performance. However, a significant portion of these studies, such as those by Al-Husseini and Sawasn (2023), Tamimi, Tamam & Sopiah (2023), Sulaiman, Abdullah & Man (2023), Chummun & Lizanani (2023), Chacha (2018), Raffo, O'Connor, Lovatt, and Banks (2018), Christine et al. (2017), Scott et al. (2016), Aupal (2016), Cassia and Magno (2016), Fatma (2015), among others, were conducted from developed countries like Europe and Asia. Consequently, there is limited information available on how these study variables manifest within the context of Uganda. Furthermore, many of these studies focus on manufacturing organizations, SMEs, and commercial banks, thus overlooking insights into the dynamics of local governments. Only a handful of studies, such as those conducted by Aupal (2016), Mugisha and Berg (2017), and Muesenze, Munene, and Ntayi (2018), have been conducted within Uganda, resulting in a gap in the local literature. Therefore, the existing information did not comprehensively explain the variables of interest within Uganda and the specific context of Masaka City Council. Consequently, this study aimed to fill this gap in the literature by investigating the relationship between organization management practices on employee performance within Masaka City Council.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the research design, the population and sample size, as well as the sampling methods, data collection tools and techniques, quality control, measurement of analysis procedures, and ethical considerations.

3.2 Research design

According to Creswell and Creswell (2018) the research design functions as a framework that outlines the methodologies to be utilized in research with the aim to achieve research objectives in a cost-effective and efficient manner. This study adopted a case study research design, focusing on Masaka City Council. This design was chosen for its ability to gather comprehensive and context-specific data from the field, enabling an in-depth understanding of the subject under investigation. This choice of design was motivated by its efficacy in efficiently collecting a substantial volume of field data. The design endeavored to ascertain whether alterations in one variable correspond to changes in another variable, without manipulating either or establishing causation (Creswell & Creswell, 2018). The quantitative research approach was used. This approach facilitated the acquisition of measurable or quantifiable information (Mugenda & Mugenda, 2013). The researcher used of a quantitative design by focusing on the need to objectively test relationships and determine the strength and direction of associations among the variables. Quantitative methods provided a systematic way to generalize findings to a larger population and to quantify the influence of each variable using statistical techniques. This approach ensured that the conclusions drawn were not only empirically grounded but also replicable and free from subjective interpretation, thereby enhancing the reliability and validity of the results.

3.3 Study population

A population is a well-defined set of people or items being investigated or studied (Mugenda & Mugenda 2013). This study considered all employees at Masaka City Council who are 384 in total. This total population was used to come up with the sample size.

Table 3.1: The Study Population

Department	Population
Administration & HR	38
Education & Sports	33
Health Service	56
Finance	11
Planning	29
Community	37
Production	62
Internal Audit	14
Natural Resources	35
Works & Technical service	69
Total	384

3.4 Sample size determination

The sample size refers to the number of participants chosen to participate in the study (Mbabazi, 2011). For this particular study, a sample size of 196 respondents was utilized, as determined by Krejcie and Morgan Table (Krejcie & Morgan, 1970). This sample size was distributed as shown in Table 3.2 below.

Table 3.2: The Study Sample Size

Department	Population	Sample size
Administration & HR	38	19
Education & Sports	33	17
Health Service	56	29
Finance	11	07
Planning	29	14
Community	37	18
Production	62	31
Internal Audit	14	08
Natural Resources	35	18
Works & Technical service	69	35
Total	384	196

3.5 Sampling techniques

This study employed a stratified sampling technique, which involves dividing the target population into distinct subgroups, known as strata, and then selecting participants from each

group in a manner that ensures fair representation (Kombo & Tromp, 2016). In the context of this research, the different departments within the organization served as the strata. To implement this approach, all staff members were first categorized according to their respective departments. Within each department, a simple random selection method was applied to ensure that every individual had an equal opportunity to participate in the study. The researcher used a “Yes/No” paper-draw method to achieve this randomness: an equal number of papers marked “Yes,” corresponding to the required sample size per department, were mixed with papers marked “No.” These papers were placed in a container, and each staff member was asked to pick one paper at random. Participants who picked a paper marked “Yes” were included in the study, while those who drew a “No” paper were excluded. This procedure ensured that selection within each department remained unbiased and that the final sample adequately reflected the composition of the different strata. By applying stratified sampling in this manner, the researcher was able to enhance the representativeness and reliability of the sample across all departments.

3.6 Data collection method

The primary method for collecting primary data was through the use of questionnaire survey method. This method is favored for its ability to yield a high response rate and is extensively utilized in surveys to gather data from respondents in the shortest time (Mugenda & Mugenda, 2013). The questionnaire survey was selected due to its cost-effectiveness and ability to uphold confidentiality.

3.7 Data collection tools

The study used structured questionnaire to collect data from the field. Self-administered questionnaires were used on selected respondents from the category of staff members. Structured questions were arranged as per objective. Questionnaires are commonly used in social science studies where there is a large sample of respondents (Kothari, 2014). The study use closed-ended questions developed under Likert 5-point scale which was used to limit the respondents from giving irrelevant information. This instrument was employed on low level staff workers to collect quantitative data.

3.8 Measurement of study variables

To evaluate the effect of organization management practices, a Likert 5-points was utilized as previously recommended and used by (Bouranta, Chitiris & Paravantis, 2009). Respondents were requested to indicate their level of agreement or disagreement with the items in the questionnaire. The scale encompassed a spectrum from 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) to 5 (Strongly Agree). Organization management practices were measured by considering items of management support, management communication and employee involvement (Duyile, 2022; Chen et. al., 2019; Kizito, 2016). On the other hand, employee performance was measured using the metrics of task performance, adaptive performance and contextual performance (Pradhan & Jena 2017)

3.9 Procedure for Data Collection

Upon the approval of the proposal and data collection instruments by the supervisor, the researcher acquired a letter of introduction from the Graduate school of Kyambogo University which was presented to different appropriate authorities at Masaka City Council to request permission to collect data from the city's staff members. Upon receiving permission, the researcher sought consent from the targeted participants before distributing the online questionnaires link for the respondents to fill online.

3.10 Data quality control

This involved testing the validity and reliability of data collection instruments.

3.10.1 Validity test

Validity refers to the extent to which a test or instrument measures what it is intended to measure (Yin, 2014). Data validity was determined by the supervisor's review of the questionnaire and interview guide. The supervisor provided feedback on questions that appear unclear or require rephrasing. Content validity focuses on the extent to which the instrument comprehensively evaluates the construct of interest. To evaluate content validity, two research experts at the level of research supervisors in Kyambogo University were asked to rate the questions in the questionnaire as Relevant (R) or Irrelevant (IR) in relation to the study objectives. The research experts were also allowed to provide feedback on complex wording, limited options, or missing options. The Content Validity Index (CVI) was calculated based on the experts' ratings using the

formula: $CVI = R/(R+IR)$. All items deemed valid because their CVI were higher than 0.7 as recommended (Mugenda & Mugenda, 2013).

Table 3.3: Validity Test

Construct	Total Items	Relevant Items	Irrelevant	CVI
Management Support	12	09	03	.75
Management Communication	13	10	03	.77
Employee Involvement	08	07	01	.88
Employee Performance	16	12	04	.75

3.10.2 Reliability test

The researcher tested the consistency of answers provided by the data collection instrument in different situations and times (Creswell, 2018). The researcher conducted a pilot study on the research instrument to ensure their consistency and logical flow. To test the reliability of the questionnaire, the questionnaire went a pilot study involving a sample of 20 individuals who were not part of the main study. The response obtained from the pilot test was further analyzed for Cronbach alpha, using the Statistical Package for Social Sciences (SPSS) Ver.23. A higher Cronbach's Alpha coefficient indicates a better measuring instrument. However, a threshold of 0.7 and above was considered and all the items scored above the threshold as recommended (Mugenda & Mugenda, 2013).

Table 3.4: Reliability Test

Construct	Item tested	Alpha values
Management Support	12	.821
Management Communication	13	.722
Employee Involvement	08	.721
Employee Performance	16	.869

3.11 Data analysis

The quantitative data collected was edited for completeness and of accuracy. The quantitative data was collected using the questionnaire and entered into SPSS Ver.23 for analysis.

Percentages, correlations, linear and multiple regressions were run. Pearson correlations were run to ascertain the direction and degree of relationship between the variables. This technique was preferred because of its efficiency and being straight forward in giving results. For the Pearson correlations, the significance level was tested at ($p=0.01$). For linear and multiple regressions were run to know how much each of the independent variable constructs predicts/effects the dependent variable. From the regression model, the study generated adjusted R square that explains combined predictability levels of all the constructs of the independent variable to the dependent variable. The level of significance for regression analysis was treated at ($p= .05$) and the ANOVA table was based on, to describe the best fit of the model. After data analysis, tables and figures were used in presenting the study results.

3.12 Ethical consideration

According to Creswell (2018), it is crucial to take ethical considerations into account when conducting research. For this particular study, ethical considerations were given great importance and upheld by guaranteeing strict confidentiality and privacy, obtaining informed consent from participants, and preventing plagiarism.

- i) The researcher maintained the confidentiality of the participants' perspectives and ideas. To ensure that the responses gathered through questionnaires and interviews are solely used for academic purposes, the researcher restricted access to this information only to those who are directly involved in this particular study. The study didn't require any personal details, such as names or identifiable information, which may reveal the identity of the participants.
- ii) Gaining informed consent from participants was crucial, only those who voluntarily provided their informed consent were included in the study.
- iii) During the literature review process, the researcher ensured that all authors are properly cited for their work in the materials used. Furthermore, to prevent plagiarism and make the information more relevant to the current study, the researcher rephrased and paragraphs the information to reduce the levels of plagiarism to 20% required by Kyambogo University.

CHAPTER FOUR
PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION OF STUDY
FINDINGS

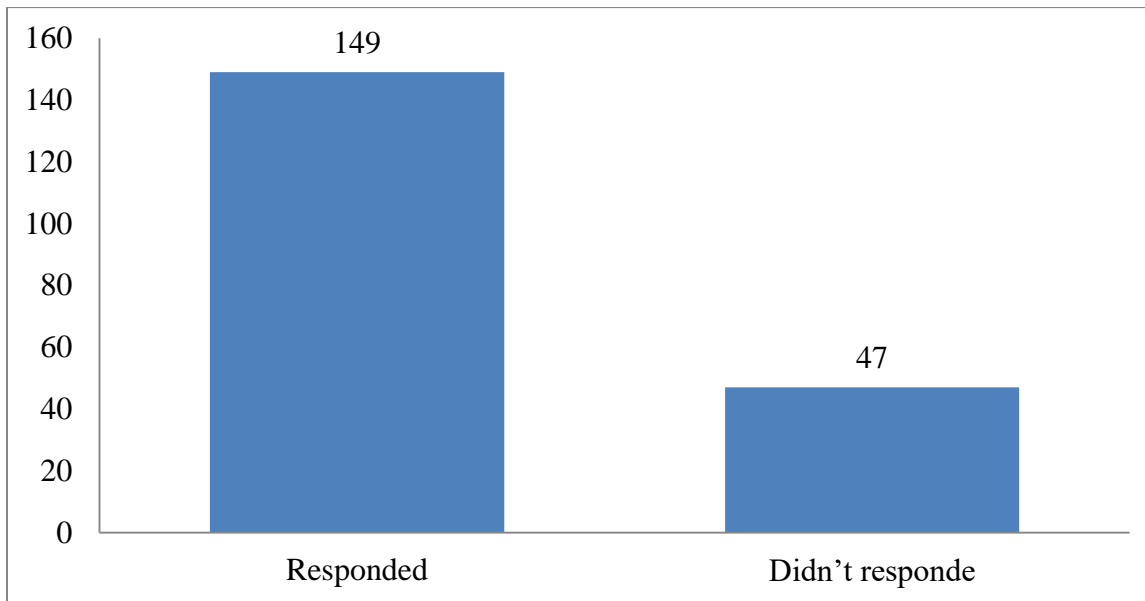
4.1 Introduction

This chapter presents, analyzes, and discusses interprets the study findings. It looks at the presentation of the descriptive statistics of the study, specifically on the demographic factors of the respondents and the study objectives which included examining the relationship between management support and employee performance at Masaka City Council, the relationship between management communication and employee performance at Masaka City Council and the relationship between employee involvement and employee performance at Masaka City Council.

4.2 Response Rate

This section presents the number of respondents who successful responded and those who did not respond.

Figure 4.1: The Response Rate



Source: Field data, 2024

Based on the data presented in the figure, it is observed that out of a total of 196 targeted participants, 149 (76%) provided responses, while 47 (24%) did not respond. This indicates that the response rate exceeded the minimum acceptable threshold of 70% as advised by the

Guttmacher Institute (2006), which is typically suggested for reliability in survey studies. This high response rate strengthens the credibility of the study's findings.

4.3 Demographic Factors of Respondents

In this research information on the respondents' demographic factors on gender, education level, age, and time taken working at Masaka City Council was collected. The findings were presented in form of frequency and percentage.

Table 4.1: Gender of Respondents

Category	Frequency	Percent
Male	70	47.0
Female	79	53.0
Total	149	100.0

Source: Field data, 2024

From Table 4.1, 53.0% of the participants were female, while 47.0% were male, indicating a slight predominance of female representation in the study. This suggests a more balanced gender distribution compared to traditional gender disparities observed in certain fields. The near-equal representation of both genders enhances the inclusivity and diversity of the study, ensuring that the findings are reflective of both male and female perspectives.

Table 4.2: Education of Respondents

Category	Frequency	Percent
Certificate	21	14.1
Diploma	43	28.9
Degree	68	45.6
Masters	17	11.4
Total	149	100.0

Source: Field data, 2024

Results in Table 4.2 showed that 45.6% of the respondents held bachelor's degrees, 28.9% possessed diplomas, 14.1% had certificates, and 11.4% held master's degrees. This suggests that a majority of the participants had obtained high education levels. The high educational

qualification indicates that the respondents were well-equipped to understand the survey questions and provide informed and reliable responses relevant to the study's focus.

Table 4.3 Age bracket of Respondents

Category	Frequency	Percent
18-29 Years	28	18.8
30-39 Years	62	41.6
40-49 Years	32	21.5
50-59 Years	15	10.1
60 Years and above	12	8.1
Total	149	100.0

Source: Field data, 2024

From Table 4.3, 41.6% of the participants were aged 30-39 years, while 18.8% were between 18-29 years, 21.5% were aged 40-49 years, 10.1% were between 50-59 years, and 8.1% were 60 years and older. This indicates that a substantial majority of the respondents 60.4% were below the age of 40, highlighting a youthful demographic that is likely to be more adaptable and capable of managing the demanding responsibilities associated with their roles at Masaka City Council. This youthful composition can be beneficial in fostering innovation and responsiveness within the City Council.

Table 4.4: Period spent working with Masaka City Council

Category	Frequency	Percent
Less than 1 Years	25	16.8
1-3 Years	51	34.2
4-6 Years	73	49.0
Total	149	100.0

Source: Field data 2024

As shown in Table 4.4, it is evident that the largest portion of respondents, accounting for 49.0%, had worked with Masaka City Council for a period of 4 to 6 years. This was followed by 34.2% who had accumulated 1 to 3 years of experience, while 16.8% had less than 1 year of tenure. This indicates that a significant majority of the participants 83.2% had worked at the council for

more than a year, providing them with substantial experience and knowledge of the council's operations. As a result, they were well-positioned to offer reliable insights relevant to the study's objectives.

4.4 Descriptive Statistics based on the study objectives

Under this section, the research study presented the quantitative results from the field.

4.4.1 Management Support

Participants were asked to rate their responses, and the results were analyzed through the use of means and standard deviations for interpretation. The calculated descriptive statistics (mean) were then compared with the grand mean to determine the level of agreement or disagreement with the statements provided.

Table 4.5: Responses for Management Support

<i>Statement</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>S.D</i>
My management inform me about opportunities for training and development	1	5	3.45	1.188
My management always offer me opportunities to participate in training	1	5	3.69	1.138
My management always support me in utilizing opportunities for vertical mobility	1	5	3.43	1.051
My management always support me in utilizing opportunities for horizontal mobility	1	5	3.50	1.094
My management provides clear direction in the institution for employee to follow.	1	5	3.66	1.140
The managers always guide the me on how to achieve their my individual goals	1	5	3.46	1.154
The management always guides me on how to build teams	1	5	3.77	1.070
Whenever I achieve my targets are appreciated by the management	1	5	3.77	1.042
My management always rewards for performance achieve my targets are appreciated by the management	1	5	3.40	1.144
My management is focused on my future and service delivery	1	5	3.50	1.082
The management provides me with good working environment that easily allows to achieve my personal goals	1	5	3.41	1.197
The working environment is very safe from any health danger	1	5	3.63	1.160
GRAND MEAN			3.56	

Source: Field data, 2024

From Table 4.5 above, the results indicate that management support, in terms of informing employees about opportunities for training and development, scored a mean value of (3.45), which was lower than the grand mean of (3.56). This suggests that while some employees feel

informed, there is room for improvement in the communication regarding training opportunities. The relatively high standard deviation (1.188) indicates variance in responses, implying that while some employees may feel well-informed, others do not receive the same level of information.

Regarding the opportunity to participate in training, the mean score was (3.69), slightly above the grand mean of (3.56), with a standard deviation of (1.138). This suggests that a majority of employees agree that management provides opportunities for training. However, there was variance in responses which indicated inconsistency. That said, it showed that management was somewhat committed to providing training opportunities, although some employees might felt excluded.

The support provided by management in utilizing opportunities for vertical mobility scored a mean value of (3.43), which was lower than the grand mean (3.56). With a standard deviation of (1.051), there was relatively moderate consistency in responses. This suggests that employees feel management's support for career advancement within the organization was lacking, with some employees receiving more encouragement than others. Similarly, horizontal mobility support from management had a mean of (3.50), close to the grand mean (3.56), with a standard deviation of (1.094). This result indicates that management's support for lateral career moves was moderate, but the variance in responses shows inconsistency in how this support is perceived across the organization.

In terms of providing clear direction for employees, the mean score was (3.66), higher than the grand mean (3.56). This shows that most respondents agree that management gives clear direction within the institution. The standard deviation of (1.140) suggests variance in responses, indicating that while many employees feel they receive clear guidance differently, some may still feel unclear about their roles and expectations.

When it comes to management guiding employees on how to achieve individual goals, the mean score was (3.46), below the grand mean (3.56), with a standard deviation of (1.154). This reflects disagreement which suggests that some employees do not receive adequate guidance from

management regarding their personal objectives. The variance in responses highlights the inconsistency in managerial support in this area.

Furthermore, a mean score from this table, 3.77, was recorded for both management's guidance on team-building and appreciation of employees when targets are achieved which was above the grand mean of (3.56). This high mean indicates strong agreement among employees that management plays an active role in fostering team collaboration and recognizing achievements. However, the standard deviations of 1.070 and 1.042 respectively, while moderate, reflect that there is still variability in how consistently these practices are applied.

Interestingly, the support for performance-based rewards yielded a lower mean value of (3.40), below the grand mean (3.56), and a standard deviation of (1.144), indicating a greater spread in responses. This suggests that employees are not consistently rewarded for performance, and the variance in responses highlights unequal experiences regarding rewards.

Finally, management's focus on future service delivery scored a moderate mean of (3.50), with a standard deviation of (1.082), while the provision of a good working environment scored slightly lower at (3.41), with a higher standard deviation of (1.197). All the means were below the grand mean of (3.56). These results suggest that employees have mixed feelings about management's forward-looking vision and the quality of the working environment. The higher standard deviation for the working environment score indicates significant variability in how employees perceive the safety and quality of their working conditions.

4.4.2 Management Communication

Respondents were asked to rate their responses, and the analysis utilized mean values and standard deviations to interpret the findings. The calculated descriptive statistics (mean values) were compared against the grand mean to assess the level of agreement or disagreement the statement.

Table 4.6: Responses for management communication

<i>Statement</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>S.D</i>
I receive most of my daily work related information from my co-workers	1	5	2.93	1.169
I receive most of my daily work related information from my supervisor	1	5	3.64	1.085
I receive most of my daily work related formation from top management as directives	1	5	2.98	1.148
I feel free and comfortable sharing my ideas with all staff members at all times	1	5	3.54	1.200
I always take part in the meetings where my share ideas	1	5	3.77	1.008
Information which comes to our department passes only through my supervisor	1	5	3.55	1.062
Top management shares information to lower level employees	1	5	3.34	1.222
Rumor is mostly my source of information	1	5	2.35	1.320
I always receive detailed information	1	5	3.40	1.052
I freely share information with other stakeholders of Masaka City Council	1	5	3.26	1.141
My supervisor always ask me if I can manage my job	1	5	2.97	1.210
I'm allowed to ask any question to my supervisors	1	5	3.61	1.254
The supervisors always provide me with feedback for the questions I ask	1	5	3.69	1.065
GRAND MEAN			3.31	

Source: Field data, 2024

From Table 4.6 above, the statement regarding receiving most daily work-related information from co-workers received a mean score of (2.93), which is below the grand mean of (3.31). The relatively high standard deviation of (1.169) indicates considerable variability in responses, suggesting that some employees may rely heavily on their co-workers for information, while others do not find this to be a primary source. This variation indicates a potential opportunity for improving communication channels among peers to foster a more collaborative work environment.

Conversely, the statement that employees receive most daily work-related information from their supervisor scored a mean value of (3.64), above the grand mean (3.31). The standard deviation of (1.085) shows moderate variability in responses. This suggests that supervisors play a crucial role in disseminating important information, although the variance indicates that not all employees may experience the same level of communication from their supervisors. Strengthening this supervisory communication could enhance overall organizational effectiveness.

When it comes to directives from top management, the mean score was 2.98, slightly below the grand mean (3.31). The standard deviation of (1.148) further suggests variability in responses, implying that while some employees receive directives effectively, others may find this channel less reliable. This finding highlights the need for top management to ensure more consistent communication of directives to all levels of the organization.

The results also indicate a generally positive perception regarding the comfort level of employees in sharing ideas, reflected in a mean score of (3.54), which is above the grand mean (3.31). The standard deviation of (1.200) indicates some variability in responses, suggesting that while many employees feel comfortable sharing their ideas, there may be instances where this comfort level is not uniformly felt across the organization. Encouraging an open culture of idea-sharing can further improve employee engagement.

Participation in meetings where employees can share ideas scored a mean of (3.77) which above the grand mean of (3.31) indicating a strong inclination towards active involvement in discussions. The low standard deviation of (1.008) shows consistency among responses, suggesting that meetings are an effective platform for idea sharing within the organization. This reflects positively on the management's efforts to include employee input in decision-making processes.

The perception that information passes through supervisors primarily received a mean score of 3.55, which is above the grand mean (3.31). The standard deviation of (1.062) suggests moderate variability in how employees experience this communication flow. This highlights the importance of supervisors as intermediaries in information dissemination, and it may be beneficial to evaluate how this process can be optimized for greater efficiency.

When assessing top management's efforts to share information with lower-level employees, a mean score of (3.34) was observed, below the grand mean (3.31). The high standard deviation of (1.222) indicates significant differences in how effectively information reaches lower levels of the organization. This points to an opportunity for top management to develop strategies that enhance communication down the hierarchy to ensure all employees are well-informed.

Interestingly, the reliance on rumors as a source of information scored a low mean of (2.35) below the grand mean (3.31) which indicates a generally low level of trust in informal information channels. The high standard deviation of (1.320) suggests that while some employees may rely on rumors, many do not, emphasizing the need for clearer and more transparent communication to counter misinformation and enhance trust in official channels.

Regarding the detail of information received, the mean score was (3.40), slightly below the grand mean (3.31). The standard deviation of (1.052) shows that while many employees feel they receive adequate details, there is still variability in perceptions. This suggests an opportunity for management to focus on providing more comprehensive information to employees, enhancing their understanding of work-related matters.

The ability to share information freely with other stakeholders scored a mean of (3.26), which is below the grand mean (3.31). The standard deviation of (1.141) reflects some variability, indicating that while some employees feel comfortable sharing information externally, this is not a universally experienced sentiment. Improving external communication channels could foster better relationships with stakeholders.

The statement about supervisors checking in on employees' job management received a low mean score of (2.97), which is below the grand mean (3.31) indicating that this practice may not be prevalent. The high standard deviation of (1.210) suggests varying experiences, emphasizing the need for supervisors to engage more consistently with their team members regarding workload management.

Employees reported a positive experience regarding the ability to ask questions to supervisors, as reflected in a mean score of 3.61, which is above the grand mean (3.31). The standard deviation of (1.254) indicates some variability, suggesting that while many employees feel comfortable asking questions, there may still be instances where this is not the case. Encouraging a more open dialogue can improve overall communication.

Feedback provided by supervisors scored a mean value of (3.69), which is above the grand mean (3.31), indicating that supervisors generally offer constructive feedback. The low standard deviation of (1.065) suggests consistency in this aspect, highlighting a positive organizational practice that contributes to employee development and performance improvement.

4.4.3 Employee Involvement

Respondents were asked to rank their responses, and similar to previous analyses, means and standard deviations were utilized to interpret the results. The mean values derived from the data were compared against the grand mean to evaluate the agreement or disagreement regarding the statements.

Table 4.7: Responses for Employee Involvement

<i>Statement</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>S.D</i>
I always take part in decision-making process at Masaka City Council	1	5	2.70	1.147
I sometimes make decisions on my own	1	5	3.34	1.083
I always take part in the making of laws and policies governing Masaka City Council	1	5	2.74	1.145
I take part in planning for daily operations	1	5	3.23	1.135
I'm involved in monitoring Masaka City Council projects	1	5	3.10	1.143
My ideas and opinions are always appreciated by management and staff of Masaka City Council	1	5	3.38	1.093
I have specific responsibilities assigned to me	1	5	3.77	1.073
I'm always active in team participation	1	5	3.85	.968
GRAND MEAN			3.26	

Source: Field data, 2024

From Table 4.7 above, on statement regarding participation in the decision-making process at Masaka City Council received a mean score of (2.70), which was below the grand mean of (3.26) accompanied by a standard deviation of (1.147). This relatively low mean indicates that employees do not consistently engage in decision-making, suggesting a potential lack of empowerment and inclusion in governance processes. The high standard deviation further emphasizes variability in responses, indicating that some employees feel excluded from decision-

making, while others may feel more involved. This disparity highlights an opportunity for the Council to foster a more inclusive culture that actively engages all employees in decision-making processes.

When considering the autonomy in decision-making, the mean score for the statement "employee sometimes make decisions on the own" was (3.34) which was slightly above the grand mean of (3.26) with a standard deviation of (1.083). This result reflects a moderate level of independence among employees, suggesting that while some individuals may feel empowered to make decisions, this empowerment is not universally experienced. The variability in responses highlights the need for clearer guidelines and support mechanisms to enhance individual decision-making capabilities across the organization.

In examining participation in law and policy-making, employees scored a mean of (2.74) below the grand mean of (3.26) with a standard deviation of (1.145). This low mean value indicates that employee involvement in shaping laws and policies is limited, potentially stifling innovation and responsiveness to community needs. The high standard deviation suggests a lack of consistency in experiences among employees, pointing to a need for the Council to encourage broader participation in legislative processes to harness diverse perspectives and expertise.

Registering mean score of (3.23) which was below the grand mean of (3.26) for the statement on planning for daily operations, with a standard deviation of (1.135), suggests a moderate level of involvement in operational planning. While some employees engage in this aspect, the variability indicates that this involvement is not uniform across the board. Enhancing the participatory planning processes could improve operational efficiency and employee satisfaction, fostering a sense of ownership among staff.

Employee involvement in monitoring Masaka City Council projects yielded a mean of (3.10) which was below the grand mean of (3.26) and a standard deviation of (1.143). This indicates a somewhat limited engagement in project monitoring activities. The variability in responses signifies that while some employees take part in monitoring, others may not feel included or

encouraged to contribute. Strengthening mechanisms for employee involvement in monitoring could enhance accountability and improve project outcomes.

Regarding the statement "employees' ideas and opinions are always appreciated by management and staff" registered a mean score of (3.38), which was below the grand mean of (3.26) with a standard deviation of (1.093). This suggests a moderate level of recognition for employee contributions, although the standard deviation reveals variability in perceptions. Improving the feedback culture within the Council could ensure that all employees feel valued and encouraged to share their ideas, which could ultimately lead to enhanced organizational performance.

In terms of assigned responsibilities, employees scored a mean of (3.77) which was above the grand mean of (3.26) with a standard deviation of (1.073). This relatively high score indicates that employees generally feel that they have specific responsibilities within the organization. The lower standard deviation reflects a more consistent experience among employees, suggesting that clarity in roles may contribute to a sense of purpose and engagement.

Lastly, from Table 4.7 above, the results show that employees are active in team participation, with a mean score of (3.85) which was above below the grand mean of (3.26) and a standard deviation of (0.968). This indicates a strong culture of collaboration and teamwork within the Council. The low standard deviation reinforces the idea that most employees consistently engage in team activities, which is a positive sign for organizational cohesion and collective effectiveness.

4.4.4 Response to the Employee Performance

The study participants were requested to share their feedback on employee performance at Masaka City Council and were instructed to rank their responses. To analyze the findings, the study utilized mean and standard deviation calculations, comparing these results to the grand mean to assess the level of agreement or disagreement concerning each statement.

Table 4.8: Responses for employee performance at Masaka City Council

<i>Statement</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>S.D</i>
I always meet work deadlines	1	5	3.39	1.362
The management never complains about the quality of my work	1	5	3.63	1.153
I always ensure no wastage of resources	1	5	3.72	.989
I'm always at work in time	1	5	3.92	1.034
I always complete my task with minimal time and effort	1	5	3.76	1.071
I only leave office when I have finish my tasks for the day	1	5	3.61	1.131
I'm flexible in adjusting to new tasks and process	1	5	3.73	1.246
I quickly respond to work demands	1	5	3.73	1.098
I'm a multi-tasking employee	1	5	3.81	1.013
I always proactively seek out for new challenges and opportunities for growth	1	5	3.73	1.095
I always take extra responsibilities	1	5	3.64	1.107
I only start new tasks when my old ones are finished	1	5	3.41	1.142
I always take on challenging work tasks when available	1	5	3.68	1.064
I always come came up with creative solutions to new problems	1	5	3.74	1.031
I actively look for ways to improve my performance at work	1	5	3.94	1.015
I knew how to solve difficult situations and setbacks quickly	1	5	3.76	1.026
GRAND MEAN			3.70	

Source: Field data, 2024

From Table 4.8 above, regarding the statement that employees always meet work deadlines yielded a mean score of (3.39), which is slightly below the grand mean of (3.70). The high standard deviation of (1.362) indicates considerable variability in responses. This suggests that while some employees are punctual in meeting deadlines, others may struggle, reflecting a need for better time management practices and potentially more robust support systems for those who find it challenging to adhere to deadlines.

Regarding the quality of work, the mean score for the statement that the management never complains about the quality of my work was (3.63), which is also below the grand mean (3.70). The standard deviation of (1.153) indicates moderate variability among responses. This finding suggests that while some employees feel confident in the quality of their work, there are others

who may be receiving feedback from management that points to areas needing improvement, indicating a potential gap in performance expectations and communication.

For the statement that employee always ensures no wastage of resources, the mean score of (3.72) is above the grand mean (3.70), accompanied by a lower standard deviation of (0.989) was registered. This finding indicates that employees generally exhibit a strong awareness of resource management, with consistency in their responses suggesting that resource conservation is viewed as a collective responsibility. However, the organization may benefit from reinforcing this commitment through training or initiatives that emphasize sustainability.

In terms of punctuality, regarding the statement that employee always at work on time scored a mean of (3.92), which is notably above the grand mean (3.70). The standard deviation of (1.034) indicates that responses were fairly consistent, suggesting that timeliness is a strong characteristic among employees at Masaka City Council. This reflects a positive work ethic and commitment to their responsibilities, essential for maintaining operational efficiency within the institution.

Furthermore, the study registered the mean score of (3.76) slightly above the grand mean of (3.70) for the statement that employees always complete their tasks with minimal time and effort indicates that employees feel relatively efficient in their work processes. The standard deviation of (1.071) suggests some variability in perceptions of efficiency. This finding may point to differences in workload management among employees, emphasizing the need for ongoing training in time management and task prioritization to further enhance productivity.

Then on the statement employees only leave the office when they have finished their tasks for the day received a mean score of (3.61) slightly below the grand mean of (3.70) reflecting a less commitment to task completion before leaving work. The standard deviation of (1.131) indicates variability in responses, suggesting that while many employees prioritize completing their duties, others may need to adopt a more diligent approach to ensure their tasks are finalized each day. This could be addressed through performance management strategies aimed at encouraging accountability.

Regarding flexibility, the mean score for the statement that employee are flexible in adjusting to new tasks and processes was (3.73) which was higher than the grand mean of (3.70), indicating a positive attitude toward adaptability within the workplace. The higher standard deviation of (1.246) revealed differing levels of comfort among employees when facing changes. This finding highlights an opportunity for the institution to cultivate a culture of adaptability through training and support, ensuring all employees are equipped to handle new challenges.

Employees reported a mean score of (3.73) above the grand mean of (3.70) for the statement that employees quickly respond to work demands, suggesting a generally proactive approach to meeting workplace expectations. The standard deviation of (1.098) indicates some inconsistency among responses. This may imply that while many employees are responsive, there could be barriers preventing some from reacting swiftly, necessitating a review of workload distribution and response protocols.

On whether employees are multi-tasking, it received a mean score of (3.81), which was above the grand mean (3.70), reflecting a belief among employees that they can effectively juggle multiple responsibilities. The low standard deviation of (1.013) indicates a consensus among employees regarding their multi-tasking capabilities. This suggests that fostering a multi-tasking environment may be beneficial, but care must be taken to ensure that it does not compromise the quality of work.

For the statement that employees always proactively seek out new challenges and opportunities for growth, it registered a mean score was (3.73) slightly above the grand mean of (3.70) suggesting a commendable level of initiative among employees. The standard deviation of (1.095) indicates some variability, pointing to a need for the institution to promote a culture that encourages continuous learning and development, ensuring all employees feel empowered to pursue growth opportunities.

The study registered a mean score of (3.64) below the grand mean of (3.70) for the statement that employees always take extra responsibilities reflected a willingness among employees to go beyond their regular duties. The standard deviation of (1.107) suggests variability in this

behavior, indicating that while some employees are eager to take on additional responsibilities, others may need encouragement or incentives to do so. This highlights a potential area for management to explore further engagement strategies.

Regarding the statement that employees only start new tasks when my old ones are finished, registered a mean score of (3.41) which was below the grand mean (3.70), indicating that not all employees may adhere to this practice consistently. The standard deviation of (1.142) suggests variability in task management. This finding reveals an opportunity for training on effective task prioritization and completion strategies to enhance overall productivity.

Furthermore, a mean score of (3.68) slightly below the grand mean of (3.70) was registered for the statement that employees always take on challenging work tasks when available, hence indicating a positive attitude toward tackling difficult assignments. The standard deviation of (1.064) points to some variation in responses, suggesting that while many employees are willing to engage with challenging tasks, others may prefer less demanding work. This may highlight the need for encouraging a culture where challenging tasks are viewed as opportunities for professional growth.

In terms of problem-solving, the statements regarding employees always come up with creative solutions to new problems scored a mean of (3.74) which was slightly below the grand mean of (3.70) reflecting a positive approach to innovation among employees. The standard deviation of (1.031) suggests consistency in responses, indicating that employees generally feel confident in their ability to contribute creatively to challenges. This is a strength that the organization can leverage to foster a more innovative work environment.

The study findings also scored a mean of (3.94) above the grand mean of (3.70) for the statement that actively look for ways to improve my performance at work, suggests a strong commitment to self-improvement among employees. The standard deviation of (1.015) indicates a shared attitude towards performance enhancement. This finding highlights an opportunity for management to cultivate this drive by providing resources and support for employee development initiatives.

Lastly, for the statement that employees know how to solve difficult situations and setbacks quickly, registered a mean score of (3.76) which was above the grand mean of (3.70) suggesting that employees feel capable of handling challenges effectively. The standard deviation of (1.026) indicates some variability, implying that while many employees are confident in their problem-solving abilities, others may require additional support or training. Addressing this gap could enhance the overall resilience of the workforce and improve performance outcomes.

4.5 Inferential statistics

The inferential statistics played a crucial role in establishing the relationship between the study objectives and the predictive potential of the independent variables on the dependent variables. To achieve this, the study employed correlation analysis, linear regression analysis, and multiple regression analysis.

4.5.1 Correlation analysis

Pearson correlation was run using SPSS and was used to investigate the relationship between the constructs of organization management practices and employee performance at Masaka City Council.

Table 4.9: Correlation results on relationship between the study variables

Items	Mean	S.Dev	1	2	3	4
1. Management Support	3.56	.50513	1			
2. Management Communication	3.31	.56827	.577**	1		
3. Employee Involvement	3.26	.53931	.474**	.391**	1	
4. Employee Performance	3.70	.68412	.718**	.551**	.484**	1

** Correlation is significant at the .01 level (2-tailed).

The correlation results presented in Table 4.9 indicate a significant relationship between management support with employee performance ($r = .718^{**}$, $p < 0.01$) suggests that enhanced management support is associated with improved employee performance. Given the significance of this relationship, the study rejects the hypothesis H_{01} : *There is no significant relationship between management support and employee performance at Masaka City Council*

Second, management communication also exhibits a significant positive correlation with employee performance ($r = .551^{**}$, $P < 0.01$). This suggests that effective communication from management is associated with enhanced employee performance. Given the significance of this relationship, the study rejects the null hypothesis H_{02} : *There is no significant relationship between management communication and employee performance at Masaka City Council*

Lastly, employee involvement is positively correlated with employee performance ($r = .484^{**}$, $P < 0.01$). This indicates that greater employee involvement is linked to better performance. Therefore, the study also rejects the hypothesis H_{03} : *There is no significant relationship between employee involvement and employee performance at Masaka City Council*

4.5.2 Linear Regression Analysis

This study utilized linear regression analysis to assess how each construct of organizational management practices predict employee performance at Masaka City Council.

Table 4.10: The Regression Results on the effect of Management Support on Employee Performance

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.329	.193		6.894	.000
Management Support	.667	.053	.718	12.518	.000
Model Summary					
R Square	.516				
Adjusted R Square	.513				
F	156.710, P = 0.000				
Dependent Variable: Employee Performance					

The regression analysis indicates that management support significantly contributes to employee performance, with an adjusted R square of 0.513. This means that management support accounts for 51.3% of the variance in employee performance. The model demonstrates a strong fit ($F = 156.710$, $p = 0.000$), indicating a statistically significant impact of management support on employee performance. The unstandardized coefficient ($B = 0.667$) suggests that for every unit increase in management support, employee performance is expected to increase by 0.667 units.

Table 4.11: The Regression Results on the effect of Management Communication on Employee Performance

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.361	.295		4.611	.000
Management Communication	.707	.088	.551	8.008	.000
Model Summary					
R Square	.304				
Adjusted R Square	.299				
F	64.130, P = 0.000				
Dependent Variable: Employee Performance					

The analysis reveals that management communication positively affects employee performance, with an adjusted R square of 0.299. This indicates that management communication explains 29.9% of the variance in employee performance. The model exhibits a good fit ($F = 64.130$, $p = 0.000$), highlighting the statistical significance of the relationship. The unstandardized coefficient ($B = 0.707$) implies that a one-unit increase in management communication is associated with a 0.707 increase in employee performance.

Table 4.12: The Regression Results on the effect of Employee Involvement on Employee Performance

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.968	.262		7.502	.000
Employee Involvement	.531	.079	.484	6.707	.000
Model Summary					
R Square	.234				
Adjusted R Square	.229				
F	44.983, P = 0.000				
Dependent Variable: Employee Performance					

The regression results demonstrate that employee involvement significantly contributes to employee performance, with an adjusted R square of 0.229. This shows that employee involvement accounts for 22.9% of the variance in employee performance. The model is

statistically significant ($F = 44.983$, $p = 0.000$). The unstandardized coefficient ($B = 0.531$) indicates that a unit increase in employee involvement corresponds to a 0.531 increase in employee performance.

4.5.3 Multiple Regression Analysis

In this study, to determine the combined contribution of constructs of organizational management practices (management support, management communication, employee involvement and employee performance) to employee performance, the study conducted a multiple regression analysis.

Table 4.13: Multiple Regression Results on the effect of Management Support, Management Communication and Employee Involvement on Employee Performance

Variables	Model 1			Model 2		
	B	Std. Err	Beta	B	Std. Err	Beta
Gender	.185	.093	.148	.063	.067	.051
Age of respondent	.177	.040	.325	.105**	.029	.194**
Highest level of education	.005	.055	.008	.008	.040	.012
Number of years in that position	.226**	.064	.271**	.123**	.046	.147**
IV ₁				.418**	.066	.450**
IV ₂				.217**	.084	.170**
IV ₃				.193**	.067	.176**
R ²		.220			.622	
▲R ²		.198			.603	
F-Statistics	F =10.127, P = 0.002			F =33.100, P = 0.000		

Note:

- a) ** $P < .01$
- b) Std. Err – Standard Error
- c) Model 1: Respondents' Demographic Factors, Model 2: Respondents' Demographic Factors and Independent Variables Constructs (IV₁, IV₂, IV₃)
- d) IV₁ : Management Support, IV₂ : Management Communication and IV₃ : Employee Involvement

The Model 1 involved regressing demographic factors of gender, age, education level, and the number of years working with Masaka City Council against employee performance. The results indicated that gender ($B = 0.185$, $p > 0.05$) and age of the respondent ($B = 0.177$, $p > 0.01$) education ($B = 0.005$, $p > 0.05$) were insignificant predictors of employee performance while the number of years in the current position ($B = 0.226$) was significant predictor of employee performance at Masaka City Council. Collectively, these demographic factors accounted for 19.8% of the variance in employee performance (Adjusted $R^2 = 0.198$). The model exhibited a good fit ($F = 10.127$, $p = 0.002$), confirming the significance of demographic factors in predicting employee performance.

The Model 2 incorporated independent variables management support, management communication and employee involvement in addition to the demographic factors. This model significantly enhanced the prediction of employee performance, explaining 60.3% of the total variance (Adjusted $R^2 = 0.603$), indicating a substantial improvement over Model 1. The F-statistic ($F = 33.100$, $p = 0.000$) confirmed a good fit, emphasizing the significant contribution of the combined factors.

For individual constructs in Model 2, management support emerged as a strong predictor of employee performance ($B = 0.418$), suggesting that a one-unit increase in management support leads to a 0.418 increase in employee performance. Management communication also significantly predicted employee performance ($B = 0.217$), indicating a positive contribution. However, employee involvement showed a relatively lower coefficient ($B = 0.193$) but still indicating a significant positive effect, meaning that a one-unit change in employee involvement results in a 0.193 increase in employee performance.

4.6 Discussion of the study findings

The discussion was done in line with the study objectives

4.6.1 Management support and employee performance at Masaka City Council

The study findings revealed the pivotal role of management support in enhancing employee performance, establishing a strong positive correlation between the two variables. This correlation highlights the critical importance of providing employees with essential resources,

guidance, and support for optimal performance outcomes. These findings align with the insights of Al-Husseini and Sawasn (2023), who assert that supportive management fosters an empowering environment where employees feel motivated and aligned with organizational objectives. Management support contributes to job satisfaction and commitment, ultimately driving enhanced performance. In addition, Tamimi, Tamam, and Sopiah (2023) support this notion, demonstrating how management recognition and encouragement can cultivate loyalty and commitment in hierarchical cultures.

The findings resonate with Chacha (2018), who emphasizes the challenges top executives face in motivating employees. He advocates for participative leadership as a means to enhance executive support, which promotes employee involvement and satisfaction. This perspective aligns with the current study's emphasis on management support as a facilitator of employee performance. Furthermore, Scott et al. (2016) and Christine et al. (2017) highlight the necessity for management to provide employees with critical information to bolster organizational efficiency, reinforcing Drucker's (2004) views on executive accountability and communication. The relevance of management support extends to change management as emphasized by Prosci (2018), who identifies the executive's role in successfully implementing changes while maintaining employee motivation. Watson (2018) reinforces this view, showcasing effective leadership as essential for achieving successful change within local governments.

4.6.2 Management Communication and Employee Performance at Masaka City Council

The findings of the study indicated a significant and positive relationship between management communication and employee performance. This suggests that effective communication from management is crucial for enhancing employee productivity and aligning them with organizational goals. This aligns with previous research conducted by Tamimi, Tamam, and Sopiah (2023), who emphasized that management communication not only disseminates information but also creates a clear direction for employees. Their findings emphasize that transparent communication cultivates a harmonious work environment, contributing to employee engagement and morale, especially in contexts where a strong leader-follower dynamic exists.

Moreover, Aupal's (2016) research on management practices in eastern Uganda corroborates the current study's findings, demonstrating that effective communication from management enhances employee performance and helps achieve organizational objectives. Similarly, Fatma (2015) has identified ongoing communication as a vital element for institutional success, advocating that communication skills often take precedence over technical skills in modern management. These insights suggest that in the context of local governments, including institutions like Masaka City Council, effective communication strategies can significantly contribute to enhanced employee performance.

Additionally, the work of Baret et al. (2017) advocates for the importance of effective communication in increasing profitability, productivity, and teamwork within organizations. They warn against organizations that rely solely on memos, as they may underperform due to insufficient information dissemination. Fatma (2015) further emphasizes that effective communication builds strong teams and maintains stakeholder relationships, which is essential for minimizing workplace issues. Similarly, Muesenze, Munene, and Ntayi (2018) demonstrated a positive impact of communication practices on service delivery in Uganda's local government which is relevant in the context of Masaka City Council

4.6.3 Employee involvement and employee performance at Masaka City Council

The study findings revealed a significant correlation between employee involvement and performance. This highlights the critical role of employee engagement in decision-making processes, which, as established, fosters motivation, accountability, and enhanced performance. Supporting this notion, Chummun and Lizanani (2023) argue that in West Africa, the acknowledgment of employee involvement in collaborative work environments leads to increased job satisfaction and a stronger sense of ownership among employees. Their findings emphasize the need for organizations to prioritize employee participation, aligning with the current study's conclusion that enhancing employee involvement can positively affect both individual and organizational performance. However, while the findings in West Africa highlight the benefits of engagement, further investigation is warranted to determine the applicability of these results within the Ugandan context, particularly given Uganda's unique cultural dynamics.

Additional studies, such as those by Gallie et al. (2013) and Sofijanova and Zabijakin-Chatleska (2015), further reinforce the positive relationship between employee involvement and performance. Gallie et al. emphasize the necessity of engaging a skilled workforce, which correlates directly with heightened motivation and productivity. Likewise, Sofijanova and Zabijakin-Chatleska found that effective involvement practices lead to increased employee commitment and performance. Moreover, the importance of employee involvement in enhancing organizational performance has been echoed in various contexts. Raffo et al. (2018) noted that when employees, regardless of rank, contribute to decision-making, it enhances the quality of management decisions. Similarly, Cassia and Magno (2017) highlighted the impact of employee participation on project performance, asserting that such involvement fosters organizational belonging and commitment.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the summary of the study findings, conclusion and recommendations. The presentation was made in line with the study objectives which included examining the relationship between management support and employee performance at Masaka City Council, the relationship between management communication and employee performance at Masaka City Council and the relationship between employee involvement and employee performance at Masaka City Council.

5.2 Summary of the study findings

The results showed a significant relationship between management support with employee performance ($r = .718^{**}$). Management communication also exhibits a significant positive correlation with employee performance ($r = .551^{**}$). Furthermore, employee involvement is positively correlated with employee performance ($r = .484^{**}$).

The linear regression analysis revealed that management support had a significant positive effect on employee performance, accounting for 51.3% of the variance (Adjusted $R^2 = 0.513$), with a unit increase in management support leading to a 0.667 increase in performance. Management communication also contributed positively, explaining 29.9% of the variance (Adjusted $R^2 = 0.299$), with a unit increase in communication resulting in a 0.707 rise in performance. Employee involvement explained 22.9% of the variance (Adjusted $R^2 = 0.229$), with a 0.531 increase in performance per unit increase.

In the multiple regression model, demographic factors alone accounted for 19.8% of the variance (Adjusted $R^2 = 0.198$), while incorporating management support, communication, and involvement increased the explained variance to 60.3% (Adjusted $R^2 = 0.603$). Management support ($B = 0.418$) and communication ($B = 0.217$) while employee involvement ($B = 0.193$) as predictors.

5.3 Conclusions

The study concluded that management support plays a critical role in enhancing employee performance. The strong positive correlation between management support and employee performance ($r = .718, p < 0.01$) emphasized the importance of providing employees with the necessary resources, guidance, and support to achieve optimal results. Therefore, it is essential for the management to prioritize support mechanisms that empower employees, ultimately improving both individual and organizational performance.

In addition, it was concluded that management communication is significantly related with employee performance ($r = .551, p < 0.01$). Effective communication from management facilitates clarity, ensures alignment with organizational goals, and enhances productivity. Therefore, managements should maintain open, clear, and consistent communication channels with employees to foster a more engaged and high-performing workforce.

Lastly, it was concluded that employee involvement is also significantly related with employee performance ($r = .484, p < 0.01$) which emphasizes the value of involving employees in decision-making processes, as their engagement leads to improved motivation, accountability, and performance. Therefore, organizations should prioritize employee participation/involvement in key activities to strengthen performance of both employees and the institution.

5.4 Recommendations

The study recommended as follows;

The study recommended that management of Masaka City Council should implement a structured reward system to acknowledge and incentivize employee achievements. Additionally, management should prioritize long-term employee development through training and career advancement opportunities, while creating a supportive work environment that aligns with both personal and organizational objectives.

It was also recommended that the Masaka City Council should implement more robust communication channels, ensuring that work-related information flows effectively from both

management and peers. Additionally, supervisors should regularly engage with employees to assess their capacity to handle assigned tasks, offering support and guidance where necessary.

Lastly, it was recommended that the Masaka City Council should adopt more inclusive management practices that actively involve employees at all levels in decision-making, policy development, and project monitoring. By fostering a participatory environment, the council can harness the diverse insights of its workforce, enhance transparency, and improve both employee morale and the overall effectiveness of its operations.

5.5 Study Limitation

The study relied on self-report measures, which are susceptible to response bias. This type of bias occurs when participants give inaccurate or socially desirable answers, thereby affecting the accuracy of the findings. To minimize this limitation, the researcher adopted data collection methods that assured participants of anonymity or confidentiality. Providing such assurances helped lessen social desirability pressures and encouraged respondents to offer more truthful and authentic information.

5.6 Areas for further research

Future researchers should focus on the following areas of study;

- i. The effect of leadership styles on employee motivation and performance in Local Government
- ii. The Role of organizational culture on and employee performance in organizations
- iii. The effect of training and development programs on employee performance government institutions

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APPENDICES
Appendix I: Participants' consent

Dear Respondent;

I'm **Atusasire Doreen**, a student at Kyambogo University. As part of the requirements for the award of a Master's in Science in Organization and Public Sector Management, I am undertaking a study on the *"The relationship between organization management practices and employee performance at Masaka City Council"*. As a stakeholder, you are hereby requested to participate in the study. Please feel free to participate in this academic study. Your views will be used for this purpose, considered confidential and with utmost privacy and confidentiality.

Be notified of the following before you accept to be part of this study.

ASPECT OF CONCERN	DESCRIPTION
Type of study	This is an academic and non-profit or funded study
Objectives	The study will explore: <ol style="list-style-type: none"> i. To examine the relationship between management support and employee performance at Masaka City Council. ii. To assess the relationship between management communication and employee performance at Masaka City Council. iii. To investigate the relationship between employee involvement and employee performance at Masaka City Council.
Your roles and expectations	As a participant, you will be expected to provide truthful and clear information. You will not be asked to pay or be paid for that.
Your privacy, confidentiality	Your identity, personal details and information will be held private and confidential. No information provided will be used in courts of law or otherwise.
Limitations in handling and providing data	Your participation will only remain in the field. You are under no other obligation for data management thereafter.
Withdrawal terms	You are free to withdraw participation at any time of the study as long as you feel the study is not providing conducive atmosphere of your engagement or under any other peculiar circumstance (s).

If you agree with above, please append your names, signature and day-time contact telephone for which you shall be contacted further to participate in the study.

Participants' Name..... Signature.....

Mobile Telephone:.....

Date when available for the study

Researcher's Name: Tel.....

Researcher's Signature:

Appendix II: Questionnaire for Employees

Dear Respondent

I'm **Atusasire Doreen**, a student at Kyambogo University. As part of the requirements for the award of a Master's in Science in Organization and Public Sector Management, I am undertaking a study on the "*The relationship between organization management practices and employee performance at Masaka City Council*". As a stakeholder, you are hereby requested to participate in the study. Please feel free to participate in this academic study. Your views will be used for this purpose, considered confidential and with utmost privacy and confidentiality.

Thank you very much for your valuable time.

SECTION A: BIO-DATA OF RESPONDENT

1. Department:.....
2. Gender of respondents
Male
Female
3. Age group of respondents
18 to 29
30 to 39
40 to 49
50 to 59
60 and above
4. Respondent's highest level of education
Certificate
Diploma
Bachelor's Degree
Masters Degree
Others (please specify):
5. Time taken while working with Masaka City Council?
Less than 1 year
1-3years
4-6 years

For Section B, C, D & E, respond by ticking only one option: (1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree and 5-Strongly Agree). To show your level of agreement or disagreement with the items provided.

SECTION B: Management Support

Code	Item	Ranking				
		1	2	3	4	5
B1	My management inform me about opportunities for training and development					
B2	My management always offer me opportunities to participate in training					
B3	My management always support me in utilizing opportunities for vertical mobility					
B4	My management always support me in utilizing opportunities for horizontal mobility					
B5	My management provides clear direction in the institution for employee to follow.					
B6	The managers always guide the me on how to achieve their my individual goals					
B7	The management always guides me on how to build teams					
B8	Whenever I achieve my targets are appreciated by the management					
B9	My management always rewards for performance achieve my targets are appreciated by the management					
B10	My management is focused on my future and service delivery					
B11	The management provides me with good working environment that easily allows to achieve my personal goals					
B12	The working environment is very safe from any health danger					

SECTION C: Management Communication

Code	Item	Ranking				
		1	2	3	4	5
C1	I receive most of my daily work related information from my co-workers					
C2	I receive most of my daily work related information from my supervisor					
C3	I receive most of my daily work related formation from top management as directives					
C4	I feel free and comfortable sharing my ideas with all staff members at all times					
C5	I always take part in the meetings where my share ideas					
C6	Information which comes to our department passes only through my supervisor					
C7	Top management shares information to lower level employees					
C8	Rumor is mostly my source of information					
C9	I always receive detailed information					
C10	I freely share information with other stakeholders of Masaka City Council					
C11	My supervisor always ask me if I can manage my job					
C12	I'm allowed to ask any question to my supervisors					
C13	The supervisors always provide me with feedback for the questions I ask					

SECTION D: Employee Involvement

Code	Item	Ranking				
		1	2	3	4	5
D1	I always take part in decision-making process at Masaka City Council					
D2	I sometimes make decisions on my own					
D3	I always take part in the making of laws and policies governing Masaka City Council					
D4	I take part in planning for daily operations					
D5	I'm involved in monitoring Masaka City Council projects					
D6	My ideas and opinions are always appreciated by management and staff of Masaka City Council					
D7	I have specific responsibilities assigned to me					
D8	I'm always active in team participation					

SECTION E: Employee Performance at Masaka City Council

Code	Item	Ranking				
		1	2	3	4	5
TP	Task Performance					
E1	I always meet work deadlines					
E2	The management never complains about the quality of my work					
E3	I always ensure no wastage of resources					
E4	I'm always at work in time					
E5	I always complete my task with minimal time and effort					
E6	I only leave office when I have finish my tasks for the day					
AP	Adaptive performance					
E7	I'm flexible in adjusting to new tasks and process					
E8	I quickly respond to work demands					
E9	I'm a multi-tasking employee					
E10	I always proactively seek out for new challenges and opportunities for growth					
CP	Contextual Performance					
E11	I always take extra responsibilities					
E12	I only start new tasks when my old ones are finished					
E13	I always take on challenging work tasks when available					
E14	I always come came up with creative solutions to new problems					
E15	I actively look for ways to improve my performance at work					
E16	I knew how to solve difficult situations and setbacks quickly					

END: THANK YOU

Appendix IV: Table for determining sample size from a given population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

Krejcie, R. V. and Morgan D. W. (1970). Determining sample size for Research Activities: Educational and Psychological Measurement.