EMPLOYEE ATTITUDES AND PERFORMANCE IN LOCAL GOVERNMENTS OF UGANDA: A CASE STUDY OF NAWANJOFU SUBCOUNTY, BUTALEJA DISTRICT IN EASTERN UGANDA

BY
MUTIWA EMMANUEL
REG: 1161 – 06114 - 04406

A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF HUMANITIES AND SOCIAL SCIENCES AS A PARTIAL FULFILMENT FOR THE REQUIREMENTS OF THE AWARD OF BACHELORS OF ARTS IN SOCIAL AND COMMUNITY DEVELOPMENT
KAMPALA INTERNATIONAL UNIVERSITY

MARCH, 2019
DECLARATION

I, Mutiwa Emmanuel hereby declare that this Research report is as result of my personal effort and has never been presented to any Institution of Higher Education for any award.

Sign: [Signature]

Date: 29/03/2019

MUTIWA EMMANUEL

Reg: 1161-06114-04406
APPROVAL

This is to certify that this Research report titled the employee attitudes and performance of Local Governments in Uganda, a case study of Nawanjofo sub county Local Government written by Mutiwa Emmanuel was carried out under my supervision and is now ready for submission to the College of Humanities and Social Sciences, Kampala International University.

Sign: [Signature] Date: 29/03/2019

Ms NATUKUNDA PEACE
DEDICATION

I dedicate this work to the Almighty God, by whose tender mercies and Grace that I was able to go through the whole research and I managed to come up with such a proposal. Thanks for the provision and glory be to your name. I also dedicate this piece of work to my parents, relatives, my brothers and sisters who helped me financially during my research. May God Bless you all
ACKNOWLEDGEMENT

Every good work is certainly impossible to accomplish single handed. Therefore, it is with heart felt gratitude that I convey thanks to all of you who made this research Proposal writing a success.

My gratitude goes to my Supervisor, Ms Natukunda Peace for the Continuous Supervision and guidance throughout the Proposal writing Process up to the research completion.

Other special thanks are accredited to the staff of Humanities and social sciences, Kampala International University for the advice, guidance and support given from time to time.

Special appreciation goes to my parents Mr Mutiwa Martin and Ms Mutiwa Ruth, my brothers, Sisters, relatives and all my well-wishers for the support and guidance that they gave me during my research and studies.
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<tbody>
<tr>
<td>K I U</td>
<td>Kampala International University</td>
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<tr>
<td>ECHP</td>
<td>European Community Household Panel</td>
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<tr>
<td>EOFs</td>
<td>Employee Owned Firms</td>
</tr>
<tr>
<td>ESOP</td>
<td>Employee Stock Ownership Plan</td>
</tr>
<tr>
<td>HPWS</td>
<td>High Performance Work Systems</td>
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<tr>
<td>HR</td>
<td>Human Resource</td>
</tr>
<tr>
<td>LMFs</td>
<td>Labour Managed Firms</td>
</tr>
<tr>
<td>NR</td>
<td>Not Relevant</td>
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<tr>
<td>CVI</td>
<td>Content Validity Index</td>
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<tr>
<td>U S A</td>
<td>United States of America</td>
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<tr>
<td>CDO</td>
<td>Community Development Officer</td>
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<td>S/C</td>
<td>Sub county</td>
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<td>CHSS</td>
<td>College of Humanities and Social Sciences</td>
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ABSTRACT

This study set out to find out the relationship between employee attitudes and performance in Local Governments. It was guided by three research objectives as follows:

(I) To find out the relationship between employee attitudes and productivity in Nawanjofu sub county Local Government, (II) To determine the relationship between job satisfaction and productivity in Nawanjofu sub county. (III) To determine how employee involvement improves service delivery in Nawanjofu Sub County. The study used a descriptive cross section research design which involved establishing the relationship between the independent variable and the dependent variable. The quantitative data was obtained using structured questionnaires from different categories of people such as respondents from the Nawanjofu sub county Local Government, while the qualitative data was obtained from key informants, interviews and observations. The study was based on a population of 100 individual members with more than half of it constituting women where a sample size of 30 was selected. Quantitative data from questionnaires were analysed by use of figures, and frequency tables. After the data was collected, hand written notes were assembled and typed into word processing program-MS word. The findings on the study revealed that there is a positive significant relationship between employee attitudes and productivity in Local Governments. The result implies that as employees improve on attitudes towards work, their productivity in the local government will increase. Since this leads to the rejection of the null hypothesis that there is no relationship between employee attitudes and productivity in Local Governments. This finding was subjected to verification to test the hypothesis; there is a significant relationship between employee attitudes and Service delivery.” by comparing the significance of the correlation to the recommended significance that employee attitudes have a strong and positive relationship with revenue collection in Nawanjofu sub county Local Governments. This means that increased adherence to employee attitudes is expected to improve on revenue collection within Nawanjofu sub county Local Government. The study concluded that job satisfaction, performance, Involvement, staff commitment and Performance are associated and inter-related and together lead to the realization of organizational objectives. Some other factors which influence on the performance should be explored by further study. The study recommended that Performance standards should be established and communicated to the employees by the local government of Uganda. This will help employees to achieve the standards and perform well. Employees who are reaching standards and or above standard should be appreciated and rewarded, Fair pay, benefits, promotion opportunities and good supervision should be in the organization to satisfy the employees in order to enhance the performance, Good leadership styles as to fit for the organizational conditions may be satisfied the workers and Identifying weaknesses of employees may be the best one to improve the Worker’s performance, because it indicates the area which training should be Provided.
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CHAPTER ONE
GENERAL INTRODUCTION

1.0 Introduction

In this chapter, the researcher intends to explain the background of the study, statement of the problem, General objective, specific objectives of the study, research questions, significance of the study, Scope of the study and definition of key terms. This is intended to give the reader a summary of the research issues and what surrounds them.

1.1 Background of the Study

There is a lot of talk all over the world about employee attitudes and organisational performance in the present world. In This attitude - performance dynamics, there is will power that must exist between the employer and employee. This will power is called motivation. Human Resources Management scholars have sought to understand the ways in which the efficiency of human resource (HR) practices are associated with the attitude of its employees. There is an indication that when appropriately managed, employees' attitudes can enhance the efficiency of HR practices. However, as Wright and Nishii (2004) noted, research has contributed little to our theoretical understanding of how HR practices and employees' attitude relate; much more research that examines variables that might be involved in the proverbial “black box” between HR systems and organizational performance is needed from the perspective of employees attitude (Bowen & Ostroff, 2004; Bibi et al. 2012).

1.1.1 Historical Background

The history of employees' attitudes testing in American industry is presented as an example of how behavioural sciences has been used by the management as tool for solving organisational relations problems that was developed in twenties, workers attitudes surveys were widely used during the late thirties and after the World War II to improve employee relations and employee loyalty. Problems associated with surveying including the inexperienced survey takes, led industry to form close ties with academic behavioural scientists to make research and investigations about employee attitudes and performance in America. Attitude testing began in twenties and despite fluctuations in its popularity remains in use today. It was based on complex mix of scientific methods like scaling theory, methodology statistical methods like sampling and factor analysis. John Lagan, 2006. Job satisfaction and motivation are very important to continuing growth of educational and other systems in Africa and around the world. The most-used research definition of job satisfaction is by Locke (1976), who defined
it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Implicit in Locke's definition is the importance of both affect, or feeling, and cognition, or thinking. When we think, we have feelings about what we think. Conversely, when we have feelings, we think about what we feel. For example, the United States was found to be high on individualism, low on power distance, and low on uncertainty avoidance (thus high on risk taking), whereas Mexico was high on collectivism, high on power distance, and high on uncertainty avoidance.

In Uganda, numerous attempts have been engaged by various Local Governments to improve on their employee staff’s attitudes towards their work so as to fix the problem of low turnover rates, strikes and low productivity since attitudes of employees in the local governments can have a significant effect on their performance in general. Therefore, attitudes are some of the hidden, hard-to-measure factors that end up being crucial to the success of organizations in local government in various districts of Uganda. This is because employee attitudes have had a drastic impact on the productivity of local governments in Uganda especially in terms service delivery, both directly and through the effect on other job-related factors. Thus the quality of public service delivery often focuses on monitoring the fiscal and administrative performance of local governments which is directed from the staff who operate in the local government departments. That, this can promote the mobilization of local resources on a sustainable basis thereby ensure the better delivery of social services. It is further argued that decentralization gives the beneficiaries opportunity to influence and own the development programmes which their local governments implement and, to hold local government officials accountable for their actions. In Nawajjofu sub county the situation is such that employee are mixed.

1.1.2 Conceptual Background

Employee Attitudes

It is paramount that we should describe what we mean by employee attitudes and job satisfaction. Employees have attitudes or viewpoints about many aspects of their jobs, their careers, and their organizations. Happy employees are productive employees. Happy employees are not productive employees. We hear these conflicting statements made by Human Resource professionals and managers in organizations. There is confusion and debate among practitioners on the topic of employee attitudes and job satisfaction even at a time when employees are increasingly important for organizational success and competitiveness. Lock (1976). Therefore, there is need to provide greater understanding of the research on this topic
and give recommendations related to the major practitioner knowledge gaps. As indicated indirectly in a study of Human Resource professionals (Rynes, Colbert, & Brown, 2002), as well as based on our experience, the major practitioner knowledge gaps in this area are: the causes of employee attitudes, the results of positive or negative job satisfaction, and how to measure and influence employee attitudes. Within each gap area, there need to be a review of the scientific research and recommendations for practitioners related to the research findings. Recommendations for enhancing organizational practice in the area of employee attitudes and job satisfaction are described, along with suggestions for evaluating the implemented practices.

In this study, employee attitudes will be taken as the independent variable while organizational performance as the dependent variable. Excellent contemporary overview of several aspects of attitudes as studied by socio-psychologists, (Albarracin et al, 2005). They state that evaluation of specific job attitudes was the most paramount action managers at all levels. However, Allport and Gordon (1935), noted in this seminal piece that "the concept of attitude is probably the most distinctive and indispensable concept in contemporary American social psychology. Eagly and Chaiken, (1993), defined an attitude as a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor. But Fazio, (1995) stresses that an attitude emerges from an association in memory between a given object and a given summary evaluation of the object (Mustapha & Ghee, 2013).

Organizational Performance
Performance is completion of a task with application of knowledge, skills and abilities (John Shields, Michelle Brown 2015). In workplace, performance or job performance means good ranking with the hypothesized conception of requirements of a task role, whereas citizenship performance means a set of individual activity and contribution that supports the organizational culture. The accomplishment of a given task measured against pre-set known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract. According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.; and shareholder return (total shareholder return, economic value added, etc.).
Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (return on assets, return on investment, etc.); (b) product market
performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as financial performance (e.g. shareholder return), customer service, social responsibility (e.g. corporate citizenship, community outreach), employee stewardship, Organizational performance, Performance measurement systems, Performance improvement, Organizational engineering. An emerging area of study is the interplay between job and life satisfaction. Researchers have speculated that there are three possible forms of the relationship between job satisfaction and life satisfaction: spill over, where job experiences spill over into non-work life and vice versa; segmentation, where job and life experiences are separated and have little to do with one another; and compensation, where an individual seeks to compensate for a dissatisfying job by seeking fulfillment and happiness in his or her non-work life and vice versa.

1.1.3 Theoretical Background
The study will use McGregor’s theories X and Y. Though these theories are very basic in nature, they provide a platform for future generations of management theorists and practitioners to understand the changing dynamics of human behavior. Taken too literally, Theories X and Y seem to represent unrealistic extremes. Most employees (including managers) fall somewhere in between these poles. Recent studies have questioned the rigidity of the model, yet McGregor’s X-Y Theories remain guiding principles to the management to evolve processes which help in organizational development. A mix of practices which ensure a healthy blend of systems and the freedom to perform at the work place is likely to motivate the employees more. This mix of practices calls for induction of technology into HR.

1.1.4 Contextual Background
In Nawanjofu sub county Local Government context, employees have got positive and others neutral attitudes. Sometimes the staff seem interested in their work. They keep time, sit on their desks and produce the required results. Some staff are not interested in their work. Where they have to be awaken by their bosses to perform. Some seem to arrive to their work places as late as 9.00 am. In a nutshell, both theory X and Y apply in Nawanjofu situation.

1.2 Statement of the Problem
Nawanjofu sub county runs a five-year capacity building and development plan, in which career paths are designed to improve the attitudes and therefore performance of members of staff. Annually, staffs are invited for seminars, counselling sessions and other careers guidance
efforts. In financial year 2015/2016, an average of three members of staff was taken for postgraduate Degree course in order to enhance their capacity. Elected leaders are trained on their roles and responsibilities etc.; all geared towards improving the employee attitudes towards work, for better organisational performance. Nonetheless, this has not yielded positive results, for example, even after the training needs are met and sometimes sponsored by the district local government, employees opt for greener pasture elsewhere instead of bettering their work attitudes. This is an issue that requires to be investigated. There is a lot of absenteeism and late coming by some of local government workers. Workers should report at the sub county from Monday to Friday from 8am to 4pm. Therefore absenteeism and late coming has led to poor performance in some departments of the of the sub county. Its due to the aforementioned problems that the researcher has decided to carry out an in-depth investigation to establish the relationship between employee attitudes and organisational performance in Local Governments of Uganda, a case study Nawanjofu sub county Local Government and find out the solutions to those factors affecting employee attitudes. It should be remembered that good attitudes facilitate work performance and coordination of the affairs of any organisation.

1.3. General Objective
To determines the relationship between employee attitudes and performance in Local Governments of Uganda.

1.4 Specific Objectives
I. To determine the relationship between job satisfaction and productivity in Nawanjofu sub county.
II. To determine how employee involvement improves services delivery in Nawanjofu sub county
III. To determine how staff commitment improves the output of Nawanjofu sub county in Butaleja District.

1.5 Research Questions
i) What is the relationship between employee attitudes and productivity in Nawanjofu sub county?
ii) What is the correlation between employee attitudes and service delivery in Nawanjofu sub county?
iii) What is the relationship between employee attitudes and staff performance in Nawanjofu sub county?
1.6. Significance of the Study
The study will act as a baseline in the related interventions and for possible modifications in order to find relevant solutions to other specific interventions needed in improving employee attitudes and organisational.

I. The research findings will be useful to investigators in the field of Human Resource and they will refer to these findings in their research

II. The research will be of great importance to the government especially Local Governments and of Human Resource department at the District and municipalities.

III. The study shall also provide good lessons that can be used to improve the performance of civil society organizations like Non-Government Organizations.

IV. The research will be of advantage to the student in fulfilling the partial requirement for the award of Bachelors in Social and Community Development at Kampala International University.

V. The research will also be useful to the academia. For example, the staff of Kampala International University will use it for Study Purposes and Making References.

1.7 Scope of the Study

1.7.1 Content Scope
The study’s general interest was the Relationship between employee attitudes and performance in Nawanjofu sub county

1.7.2 Geographical Scope
The study was carried out in Nawanjofu sub county, which keeps records in form of vouchers, ledgers and other transaction records. Personnel department which keeps Human Resource records as well as communication records were included in the study. This local government has been selected because many complaints have been raised by the district heads (C.A.O) and Human Resource Department of; low turnover of workers, low employee morale, lack of commitment and low productivity of the employees Nawanjofu sub county is located in eastern part of Uganda. It is bordered by Tororo district in the East, Namutumba district in the south and western direction, and Budaka district in the North.
1.7.3 Time Scope
The study based on the data got from employee attitudes and performance in local governments for the last 7 years from 2010-2017, because this is the period where many local government of Uganda have gradually developed due to their productive internal personnels.

1.8 Conceptual Frame work

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<tr>
<th>Independent Variables</th>
<th>Dependent Variables</th>
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<tr>
<td><strong>Employee Attitudes</strong></td>
<td><strong>performance</strong></td>
</tr>
<tr>
<td>• Job satisfaction</td>
<td>• Increased productivity</td>
</tr>
<tr>
<td>• Involvement,</td>
<td>• Improved service delivery</td>
</tr>
<tr>
<td>• staff commitment</td>
<td>• Improved output</td>
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The model above shows the relationship between the study variable in relation to employee attitudes and performance in local governments of Uganda therefore; employee attitudes is the independent variable which is in terms of; attitudes include job satisfaction, staff commitment, stress etc. among the workers, and Organisational performance is the dependent variable which is determined by Increased productivity, Improved service delivery, Improved output, etc. This therefore implies that the presence of Job satisfaction Involvement, staff commitment, Performance will lead increased productivity, improved service delivery and improved output.

1.9 Operational Definitions

**Job satisfaction**: An evaluative state that expresses contentment with and positive feelings about one’s job. The most-used research definition of job satisfaction is by Locke (1976), who defined it as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (p. 1304). Implicit in Locke’s definition is the importance of both affect, or feeling, and cognition, or thinking.

**Job attitudes**: evaluation of one’s job that express one’s feelings towards beliefs about and attachment to one’s job.
Staff commitment: An individual’s psychological bond with the organization, as represented by an affective attachment to the organization, a feeling of loyalty toward it, and an intention to remain as part of it.

Attitude: A psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour (of which job attitudes are examples). “Despite the long history of research on attitudes, there is no universally agreed upon definition.” Perhaps the most widely accepted definition of an attitude, however, was provided by Eagly&Chaiken (1993, p. 1): “A psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour.”
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction
This chapter presents the General disposition, how poor employee attitudes affect performance in Local Governments, the causes of poor employee attitudes towards work, the relationship between employee attitudes and organisational performance in Local Governments.

2.1 Theoretical Review
This section reviews theories that will guide the study. It consists of the theories governing exchange rates and the trade balance;

Motivational theory
The study was guided by the motivational theory which was formulated by David McClelland in 1961, where he pioneered workplace motivational thinking, developing achievement- and promoted improvements in employee assessment methods, advocating competency-based assessments and tests, arguing them to be better than traditional IQ and personality-based tests. His ideas have since been widely adopted in many organizations.

David McClelland is most noted for describing three types of motivational need, which he identified in his 1961 book, "The Achieving Society": achievement motivation (n-ach), authority/power motivation (n-pow), and affiliation motivation (n-affil). McClelland said that most people possess and exhibit a combination of these characteristics. Some people exhibit a strong bias to a particular motivational need and this motivational or needs 'mix' consequently affects their behavior and working/managing style. McClelland suggested that a strong n-affil 'affiliation-motivation' undermines a manager's objectivity, because of their need to be liked, and that this affects a manager's decision-making capability. A strong n-pow 'authority-motivation' will produce a determined work ethic and commitment to the organization, and while n-pow people are attracted to the leadership role; they may not possess the required flexibility and people-centered skills. McClelland argues that n-ach people with strong 'achievement motivation' make the best leaders, although there can be a tendency to demand too much of their staff in the belief that they are all similarly and highly achievement-focused and results driven, which of course most people are not.

McClelland's particular fascination was for achievement motivation, and this laboratory experiment illustrates one aspect of his theory about the effect of achievement on people's
motivation. McClelland asserted via this experiment that while most people do not possess a strong achievement-based motivation, those who do, display a consistent behavior in setting goals: McClelland contrasted achievement-motivated people with gamblers, and dispelled a common pre-conception that n-ach 'achievement-motivated' people are big risk takers. On the contrary - typically, achievement-motivated individuals set goals which they can influence with their effort and ability, and as such the goal is considered to be achievable. This determined results-driven approach is almost invariably present in the character make-up of all successful business people and entrepreneurs.

McClelland suggested other characteristics and attitudes of achievement-motivated people: achievement is more important than material or financial reward, achieving the aim or task gives greater personal satisfaction than receiving praise or recognition, financial reward is regarded as a measurement of success, not an end in itself, security is not prime motivator, nor is status. Feedback is essential, because it enables measurement of success, not for reasons of praise or recognition (the implication here is that feedback must be reliable, quantifiable and factual); Achievement-motivated people constantly seek improvements and ways of doing things better; achievement-motivated people will logically favor jobs and responsibilities that naturally satisfy their needs, i.e. offer flexibility and opportunity to set and achieve goals, e.g., sales and business management, and entrepreneurial roles.

McClelland firmly believed that achievement-motivated people are generally the ones who make things happen and get results, and that this extends to getting results through the organization of other people and resources, although as stated earlier, they often demand too much of their staff because they priorities achieving the goal above the many varied interests and needs of their people. Interesting comparisons and relationships can be drawn between McClelland's motivation types, and the characteristics defined in other behavioral models.

2.2 The relationship between employee attitudes and productivity

In the study carried out by Jibowo (2007) on the effect of motivators and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria. The study basically adopted the same method as Herzberg et al, (1959) and it shows some support for the influence of motivators on job performance. In another study carried out by Centers and Bugental (2007), they also based their research on Herzberg’s two-factor theory of motivation, which separated job variables into two group; hygiene factors and motivators.
Job satisfaction and motivation are very important to continuing growth of educational system in Somalia and around the world. Motivation plays an important role in the organization because it increases the productivity and goals can be achieved an efficient way and also motivation takes part in the vital role for teachers because it helps to achieve target goals in efficiency way. Teacher motivation is very important since it improves the skills and knowledge of teachers seeing as it directly influences the students' achievement (Mustafa & Othman, 2010). Job satisfaction takes an essential part in the organizational performance because if in schools, the teachers do not have sufficient motivation then there is less performance which directly influences the student's knowledge and also the education system. However, the teachers need motivation to work efficiency and also to enhance their ability and knowledge. Organization’s performance is made visible through the activities it conducts to achieve, its mission. Outputs and their effects are the most observable aspects of an organization's performance (Anderson & Carden, 1999).

On the other hand, it is well-established in the economic literature that turnover rate and absenteeism, among other work environment indicators, are strongly and inversely related to job performance. Using data on the British coal mining industry Pencavel (1974) finds that high level of industrial morale, as manifested by low levels of absenteeism, labour turnover, accidents, and strikes has a positive and significant impact on output. The author also argues that this high level of industrial morale reflects “the co-operation extended by the workers to their management, their interest in their job, and their willingness to assume responsibility that their work is properly and expeditiously done”. Ichniowski (1986) proposes a theoretical model to identify the determinants of employee formal complaints received by the firm (called grievance rates) and its effect on productivity. Using this model to analyse performance data from eleven paper mills the author finds that a grievance-free plant is 1.3% more productive and up to 16.7% more profitable than a plant that operates with an average grievance rate. Katz, Kochan, and Gobeille (1983) study General Motors plants during the 1970s and find that grievance rates, absenteeism, contract negotiation behaviour are all negatively and significantly associated with product quality, while employee’s ratings on the quality of their labour-management relations is positively associated with product quality.

This study is followed by a second paper (Katz, Kochan, & Weber, 1982) which draws a similar conclusion using a different dataset from a large durable goods manufacturer in the US. Finally, do EOFs and LMFs have positive effects on employee attitudes? Kruse and Blasi (1995) assert
that there is no a prior answer to this question. Employee-owners might be more satisfied if they value ownership and perceive it as a mean to greater income, job security, and more control over the workplace. In contrast, ownership might have negligible or negative effect on attitudes if employees “perceive no difference in their work lives, dislike the extra risk or have raised expectations that are not fulfilled”. Empirical estimations tend to find mixed results. For instance, Greenberg (1980) analyses survey from 550 employees of four U.S. plywood cooperative and find that co-operative membership is associated with higher satisfaction for workers. Kruse (1984) offer evidence from two different companies with Employee Stock Ownership Plan (ESOP) that ESOP workers exhibit no significant difference in satisfaction when compared to the national sample of workers in comparable industry. My paper, comparing satisfaction across Coop and Gespa stores, will hopefully shed some light on these inconclusive problems.

The first major practitioner knowledge gap will address is the causes of employee attitudes and job satisfaction. In general, HR practitioners understand the importance of the work situation as a cause of employee attitudes, and it is an area HR can help influence through organizational programs and management practices. However, in the past two decades, there have been significant research gains in understanding dispositional and cultural influences on job satisfaction as well, which is not yet well understood by practitioners. In addition, one of the most important areas of the work situation to influence job satisfaction the work itself is often overlooked by practitioners when addressing job satisfaction.

Several innovative studies have shown the influences of a person’s disposition on job satisfaction. One of the first studies in this area (Staw & Ross, 1985) demonstrated that a person’s job satisfaction scores have stability over time, even when he or she changes jobs or companies. In a related study, childhood temperament was found to be statistically related to adult job satisfaction up to 40 years later (Staw, Bell, & Clausen, 1986). Evidence even indicates that the job satisfaction of identical twins reared apart is statistically similar (see Arvey, Bouchard, Segal, & Abraham, 1989).

Although this literature has had its critics (e.g., Davis-Blake & Pfeffer, 1989), an accumulating body of evidence indicates that differences in job satisfaction across employees can be traced, in part, to differences in their disposition or temperament (House, Shane, & Herold, 1996).
Despite its contributions to our understanding of the causes of job satisfaction, one of the limitations in this literature is that it is not yet informative as to how exactly dispositions affect job satisfaction (Erez, 1994). Therefore, researchers have begun to explore the psychological processes that underlie dispositional causes of job satisfaction. For example, Weiss and Cropanzano (1996) suggest that disposition may influence the experience of emotionally significant events at work, which in turn influences job satisfaction.

Similarly, Brief (1998) and Motowidlo (1996) have developed theoretical models in an attempt to better understand the relationship between dispositions and job satisfaction. Continuing this theoretical development, Judge and his colleagues (Judge & Bono, 2001; Judge, Locke, Durham, & Kluger, 1998) found that a key personality trait, core self-evaluation, correlates with (is statistically related to) employee job satisfaction. They also found that one of the primary causes of the relationship was through the perception of the job itself. Thus, it appears that the most important situational effect on job satisfaction—the job itself—is linked to what may be the most important personality trait to predict job satisfaction—core self-evaluation. Evidence also indicates that some other personality traits, such as extraversion and conscientiousness, can also influence job satisfaction (Judge, Heller, & Mount, 2002). These various research findings indicate that there is in fact a relationship between disposition or personality and job satisfaction.

2.3 The correlation between employee attitudes and service delivery

A Study in Malaysia had the objective which was to determine the influence of job Satisfaction on organizational performance among academics in four public Secondary Schools in Kelantan. Sample was randomly selected through systematic procedure and data was collected from 320 samples using self-administered questionnaires. The data was analysed using descriptive analysis to describe the respondents' profile and using Pearson Product Moment Correlation to test the Relationship between variables. The result indicated that there was negative significant Relationship between daily faculty workload and job satisfaction. Organization should consider the amount of workload since reasonable daily load will determine the satisfaction of employees. High job satisfaction among employees will enhance organizational citizenship and loyalty (Mustapha & Ghee, 2013).

In the study carried out by Jibowo (2007) on the effect of motivators and hygiene on job performance among group of 75 agricultural extension workers in Nigeria. The study basically
adopted the same method as Herzberget al. (1959) and it shows some support for the influence of motivators on job performance. In another study carried out by Centres and Bugental (2007), they also based their research on Herzberg's two-factor theory of motivation, which separated job variables into two group; hygiene factors and motivators.

Can employees' job attitudes determine the economic performance of their workplace? This question, usually called the attitude-performance problem, has drawn extensive research from all fields of behavioural sciences over the past 70 years. Due to its significance in business management and human psychology, the answer to it has often been referred to as the "Holy Grail" in organizational behaviour research (Weiss & Cropanzano, 1996). Nonetheless, such answer is yet to be found. Theories concerning job satisfaction are still weak; empirical studies provide mixed results. The situation calls for further investigations.

Despite considerable economic success, Eroski did not seek to expand their market beyond the Basque region until fairly recently in 1997. This delayed expansion is partly because the company used to be highly committed to its traditional cooperative model, which emphasizes employee's democratic control and thus does not facilitate fast and massive size expansions (Bakaikoaet al., 2004). In 1997, when faced with increasing competitions, Eroski decided to open a number of new stores that do not necessarily follow traditional cooperative models. Consequently, now Eroski stores have different organizational structures. Stores opened prior to 1997 are traditional cooperative units (Coop stores). Stores opened after 1997 sacrifice some of the original cooperative spirit in favour of fast expansions. These newer stores either follow a secondary form of cooperative structure (called Gespa) or simply adopt a pure capitalist structure with no cooperative features involved. Within the hypermarket subgroup of Eroski, no newer store follows the pure capitalist structure. For the purpose of this paper, we are only concerned with hypermarkets, so only the distinction between Coop and Gespa is necessary.

Also, cooperatives structures exacerbate free-rider problems arisen from team works, which will practically offset any initial incentive gains from ownership (Holmstrom, 1982). Likewise, empirical studies on productivity of LMFs do not offer a clear conclusion yet. For example, Craig and Pencavel (1995) study plywood construction coops in North America find that coop mills are from 6% to 14% more productive that their capitalist counterparts. But a comparable study done by Jones (2007) on Italian construction firms found no evidence that coops are more efficient that conventional firms.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter explains the methodology that was used in carrying out the study. It expounds on
the research design, study area, population, sample size and procedure. This chapter looks at
the data collection methods, data analysis, limitations and delimitations of the study.

3.2 Research Design
The study design was qualitative analytical. It analysed the relationship between employee
attitudes and performance on the ground. The strategy was a case study and the findings applied
to the rest of the population. The case study is chosen because it can be used to collect in-depth
data from definite respondents, (Mugenda & Mugenda, 1999). A qualitative approach is
emphasised as the study deals with the quality of life of the employees. Quantitative methods
were also used where figures are required.

3.3 Area of the Study
The area of study was Nawanjofu sub county Local Government, in the eastern part of Uganda
bordering Tororo district in the East, Namutumba in the south and western direction and
Budaka district in the north.

3.4 Population of the study
The target population of this study was 100 of all government employees in Nawanjofu sub
county Local Government and most of them are Banyole with few other tribes like; Bagwere,
Itesos, Basoga and the Bagisu.

3.5 Sample Size
From the population of 100 government employees in Nawanjofu sub county Local
Government, a sample size of 30 was considered to be examined as regards employees’
attitudes and performance. These were obtained in the ratios of Sub county chief (1),
Administration & HR (03), Finance (01), Internal Audit (02), Education & Sports (02), Health
(4), Natural Resource (3), Physical Planning (5), Production & Markets (3), Community
Based Services (2), sub county Police Commander (1) and other servants working on various
duties within the local government (3).
3.6 Sampling Techniques
The following techniques were used by the researcher to select respondents in the field.

3.6.1 Purposive Sampling
This one was applied in the selection of government officials and the heads of departments. By virtue of their positions and their relationship with other members, they were automatically included in the sample size. Their expertise in staff management affairs will be very crucial in this research.

3.6.2 Random sampling
This technique was used in the selection of workers. This technique was applied because the staff are many, and in order to avoid bias.

3.7 Validity and Reliability

3.7.1 Validity
In order to ensure validity of the instruments, the drafted questionnaires were given to the supervisors and colleagues for critical assessment of each item. In addition, they will request to state whether each item is Relevant (R) or not Relevant (NR) which they will do. The Content Validity Index (CVI) will thus compute using the standardized measure and the researcher then made appropriate adjustments until when the instruments will be declared valid by the values.

3.7.2 Reliability
Reliability refers to the ability of an instrument to produce consistent results (Sarantakos, 1997). To ensure reliability of an instrument, a pre-test aimed at getting precisely the duration it will take to complete the questionnaires, whether the instructions, questions, the layout of the questionnaires is clear and attractive and shall be administered to at least 20 respondents. The reliability of the instrument will then be analysed using Cronbach’s Alpha Co-efficient.

3.8 Data Collection Tools
The researcher collected both primary and secondary data. Primary data was being collected directly from the respondents who provided raw data regarding the research exercise. This will be supported by secondary data which comprises of reports and other documents with details of staff performance programmes. The primary data was collected using the following tools:

3.8.1 Questionnaires
A questionnaire is a form with written questions that are given to respondents to answer. This tool was used to collect data from the government officials because they are literate (i.e. can
read and write). The questionnaire was both open and closed ended in nature. The Questionnaires were self-administered because the government officials are often busy and do not have a lot of time at their disposal and can fill the questionnaires at their convenient time.

3.8.2 Interview guide
Interviews were conducted with other members of staff. The interviews took place in their offices, and each interview lasted for about 25 minutes and each interview was recorded using a tape recorder. Interviews were also used on heads of departments.

3.9 Data Analysis
Quantitative data from questionnaires were analyzed by use of figures, and frequency tables. After the data was collected, hand written notes were assembled and typed into word processing program-MS word. The notes were read thoroughly and coded manually. Coding helped to classify responses into meaningful categories

3.10. Ethical Consideration
Ethical consideration refers to the morality, uprightness, justification of the researcher’s conduct in carrying out research. After getting clearance from the university, the researcher visited the Nawanjofu sub county (administration department) for the purpose of introduction and permission seeking to collect data from them. Besides that, the researcher also consents of the respondents before conducting the interviews and the questionnaires. It took one week for questionnaires to be answered and three months for respondents to be interviewed. In order to conduct the research successfully, the research team will observe privacy and confidentiality strictly.

3.10. Limitations and delimitations of the study
The researcher faced a number of challenges in the due course of the research.
First and foremost, time was not always on the side of the researchers. The research needs more time. However, the researcher had to employ research assistants to assist in the completion of the work on time.

Secondly, the researcher was limited by funds as there are a lot of costs to be met. In order to address this, challenge the researcher had to borrow some money in order to complete the research activities.

During the research, there was also a challenge of uncooperative behaviour of some respondents, unapproachable respondents and those who were reluctant to give in information.
The researcher overcame the above challenge through getting good relationships with the respondents so as to easily collaborate with them in filling up the questionnaires and some of them never trusted the researcher with confidential information.
CHAPTER FOUR
DATA ANALYSIS
PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter contains the statistical results that are generated from the data analysis, together with the interpretation thereof. The presentation in this chapter is guided by the research objectives and the results are generated so as to appropriately address the research objectives and questions. It includes descriptive statistics, correlation analysis and regression analysis; the findings are presented in line with the stated objectives.

4.2 Descriptive characteristics of the sample

This section presents the sample characteristics of the respondents such as; their gender, ages, marital status, level of education, department, positions, length of service, and the number of years the company has operated since its formation. The results are presented in Table form with generated respective frequencies and graphs.

Table 1: Showing Sex of the Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>19</td>
<td>63.3%</td>
</tr>
<tr>
<td>Female</td>
<td>11</td>
<td>36.7%</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field data, 2018

The results from table 2 above shows that among the respondent interviewed the males dominated with a percentage rate of 63.3%, while the females had the least response rate of 36.7%. This is because the males had enough prior knowledge as regards analyzing employee attitudes and organizational performance in local governments as illustrated below;
Table 2: Age Distribution of Respondent

<table>
<thead>
<tr>
<th>Age range</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-29</td>
<td>04</td>
<td>13%</td>
</tr>
<tr>
<td>30-39</td>
<td>19</td>
<td>63%</td>
</tr>
<tr>
<td>40-49</td>
<td>02</td>
<td>7%</td>
</tr>
<tr>
<td>50-59</td>
<td>05</td>
<td>17%</td>
</tr>
<tr>
<td>60+</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100%</td>
</tr>
</tbody>
</table>


From the above findings in the Table 3 above shows that majority of respondents were in the age of 30-39 with 63% response rate, 13% of respondents suggested that they were between 20-29 years of age, 7% were between 40-49 years, 17% were between 50-59 years while None were 60 years and above. This implies that most of the people operating in Nawanjofu sub county Local Government are in their youthful ages of 30-39 which put them in good physical and mental position to handle the activities of the local government.

4.2.3: Distribution of Respondents by Level of Education

Table 3: Showing Respondents’ Education

<table>
<thead>
<tr>
<th>Response</th>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Secondary</td>
<td>11</td>
<td>37%</td>
</tr>
<tr>
<td>Bachelors</td>
<td>17</td>
<td>57%</td>
</tr>
<tr>
<td>Masters</td>
<td>02</td>
<td>6.6%</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100%</td>
</tr>
</tbody>
</table>


Table 3 above, shows that the majority, 57% had acquired Bachelor’s Degrees from various universities in Uganda. 37% of the respondents had attained secondary level certificates (UCE and UACE), and only 6.6% had acquired Masters Degrees. This is an indication that the local government employs educated staffs who understand what they are doing and are liable for the development of the local government.
Table 4: The table below shows some key informants, gender, their positions, period spent in the Office and their marital status

<table>
<thead>
<tr>
<th>Key Informants</th>
<th>Gender</th>
<th>Department (Position)</th>
<th>Period spent</th>
<th>Marital Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-county Chief</td>
<td>M</td>
<td>Administration</td>
<td>4years</td>
<td>Married</td>
</tr>
<tr>
<td>Accountant</td>
<td>F</td>
<td>Finance</td>
<td>3years</td>
<td>Married</td>
</tr>
<tr>
<td>C.D. O</td>
<td>F</td>
<td>Community Based Development Service</td>
<td>4years</td>
<td>Married</td>
</tr>
<tr>
<td>Internal Auditor</td>
<td>M</td>
<td>Audit</td>
<td>2</td>
<td>Single</td>
</tr>
<tr>
<td>Production &amp; marketer</td>
<td>M</td>
<td>Production &amp; marketing</td>
<td>1</td>
<td>Married</td>
</tr>
<tr>
<td>Sub-county Police</td>
<td>M</td>
<td>Security</td>
<td>2</td>
<td>Married</td>
</tr>
<tr>
<td>Commander</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Officer</td>
<td>M</td>
<td>Health</td>
<td>2</td>
<td>Single</td>
</tr>
<tr>
<td>Education &amp; Sports Officer</td>
<td>M</td>
<td>Education &amp; Sports</td>
<td>1</td>
<td>Married</td>
</tr>
<tr>
<td>Parish Chief</td>
<td>M</td>
<td>Parish Administration</td>
<td>3</td>
<td>Married</td>
</tr>
<tr>
<td>Natural resource Officer</td>
<td>F</td>
<td>Natural resources</td>
<td>2</td>
<td>Single</td>
</tr>
</tbody>
</table>
4.2.5 Interpretation of the findings

Following the findings, thirty people were interviewed about employee attitudes and performance but out of 30, 19 were males and 11 were female. This implies that the males dominated the interview with a bigger percentage of 63.3% whereas females had 36.7% and this shows that males had enough knowledge as regards to analyzing employee attitudes and performance in local governments.

From the findings about age of the respondents, the majority were in the age of 30-39 with 63%, 50-59 with 17%, 20-29 with 13% and 40-49% with 7% while non was in 60 years and above. This shows that most of the employees in Nawanjofu Sub County are in youthful age between 30-39 years. These years put them in a good physical and mental position to carry on activities which leads to good performance.

It should be noted that Nawanjofu sub county lack employees with experience who have got 60 years and above who can guide and motivate the young employees between 30-39 at the sub county in order to increase productivity.

According to the respondent’s educational background, 57% are bachelor’s holder, 37% acquired secondary level certificates and 6.6% are Masters holder. This implies that Nawanjofu sub county employs educated staffs who are competent enough with skills and are liable for the development of the sub county. This can lead to the improvement in service delivery.

The 37% who have got secondary level certificates work as cleaners, guards, and office messengers at the sub county but once they can be involved in conducting official activities, they can lead to poor performance because they are not knowledgeable enough to do official work.

Nawanjofu Sub County has got only 6.6% with masters. This implies that the sub county lacks people who have got experience in local government activities. Therefore, lack of experience can lead to poor performance which in turn can lead to poor service delivery.

4.3.1 The relationship between employee attitudes and productivity in Nawanjofu sub county Local Government

The overall objective of the research was to establish or determine the relationship between employee attitudes and performance. According to the sub county Chief, said that “Some of the local government employees have got neutral and others negative attitudes towards work,
he continued and said that they are not consistent while doing their work due to the absenteeism and late coming at the sub county. Therefore, some workers do not complete their activities and tasks and this has slowed down development in our areas of operation and this has led to low productivity of the workers”

4.3.2 The relationship between employee attitudes and productivity in Nawanjofu sub county

According to the findings, Nawanjofu Sub County has got employees with both negative and neutral attitudes towards work. The employees show their negative attitudes towards work by absenting themselves and coming late at the sub county. In return this has led to low productivity due to the fact that the employees do not complete the assignment given to them in time.

Following the literature review, using data on the British coal mining industry Pencavel (1974) found that high level of industrial morale, as manifested by low levels of absenteeism, labour turnover, accidents and strikes has positive and significant impact on the output.

On that note therefore, employees should not absent themselves, they should arrive at work in time and they should have positive attitudes towards work in order to enhance or improve productivity at the sub county.

4.4.1 The relationship between employee attitudes and Service delivery in Nawanjofu sub county.

According to the sub county chief as the head of the sub county, said that “According to the assessment of the workers that was conducted in Jan 2019 by the human resource management, some workers have neutral attitudes and others have positive attitudes towards work. Great improvement has been seen in the community based development department and other officers have improved because they go for outreaches, empowerment programs in different places of the sub county and at least they meet deadlines given to submit their reports from the field. Therefore, their feelings, behaviors and beliefs about work keeps on changing positively”

According to the Community Development Officer said that “Some employees have got positive attitudes and others negative attitudes towards work due to the fact that some show that they are committed while doing work, they get involved in the field activities and above all they are satisfied with their jobs and this has improved service delivery in some departments like the Administration and community based departments.
4.4.2 The relationship between employee attitudes and service delivery in Nawanjofu sub county

Following the findings, Nawanjofu Sub County has got employees with positive and negative attitudes towards work. Employees with positive attitudes are in the department of community based services. They conduct out reaches, empowerment programs in many places and they meet deadlines given to submit their reports from the field. Great improvement as far as service delivery is concerned was seen in the department of community development.

Employees with neutral attitudes make 50% of the workers at the sub county, they rare meet deadlines for submitting reports from the field, at times they do not conduct field activities like out reaches in theirs of operation. This has led to poor service delivery in the department of health and education. Therefore, due to the neutral attitudes, the sub county experiences average and at times poor performance at the end of the year.

Citing from the literature review, a study in Malaysia which was conducted about employee attitudes and performance in secondary schools and other government institutions showed that high job satisfaction among employee enhances organizational service delivery and loyalty (Mustapha & Ghee, 2013). This implies that employees with high job satisfaction have got positive attitudes towards work and they can delivery services as expected.

4.5.1 The relationship between employee attitudes and staff performance in Nawanjofu sub county

According to the human resource management assessment report, “Nawanjofu Sub County has got 100 workers, out of 100 workers, 30 have got offices at the sub county headquarters and 70 workers are on the parish level but they report the sub county. The report holds that out of 100 workers, 50% have got positive attitudes towards work and the other 50% have got neutral attitudes towards work. The community development based team which does not have offices at the sub county headquarters have got neutral attitudes towards work due to the fact they earn less than those at the sub county, and they claim that they work a lot in the field and yet they are paid less therefore they claim for equal pay with those owning offices like the community development officer.”

Generally, the staff performance is moderate according to the recent assessments that were conducted by the sub county chief, he said that “out of 100 workers, 60 can meet deadlines for submitting reports, 40 can miss by one to two days. This has showed great improvement
his year and quite good performance but all departments still need to improve for good performance.

4.5.2 The relationship between employee attitudes and staff performance in Nawanjofu sub county

According to the findings, employees of Nawanjofu Sub County have got both positive and moderate attitudes towards work. It was found out that out of 100 workers 60% workers can do their work accordingly and submit reports needed in time, and the 40% can miss by two days to meet their deadlines to submit their reports needed from them.

The community based services department has got the community based team which operates in the field and they claim for equal pay with those owning offices and this makes them to have moderate and negative attitudes towards work. This led to delay in the service delivery which results into poor performance at the sub county.

Following the literature review, Greenberg (1980) analyses survey from 550 employees of USA about their attitudes and staff performance, he found out that co-operative membership is associated with high satisfaction for workers and high performance in their fields. Therefore, co-operation of the staff members, job satisfaction and commitment can lead to positive attitudes towards work which in turn led to high or improvement of the staff performance.
CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter mainly presents the summary of key findings, conclusion and recommendations related.

5.1. Discussion of the Findings

The summary of the findings was presented in accordance with the research objectives of the study as follows;

5.1.1 The relationship between employee attitudes and productivity in Nawanjofu sub county Local Government

The findings showed that there is neutral or moderate significant relationship between employee attitudes and productivity in Nawanjofu sub county Local Governments. The results imply that as employees improve on attitudes towards work, their productivity in the local government will increase, this leads to the rejection of the null hypothesis that there is no relationship between employee attitudes and productivity in Local Governments. This implies that the alternative or research hypothesis that there is a relationship between employee attitudes and productivity in Local Governments is accepted.

5.1.2 The relationship between employee attitudes and Service delivery in Nawanjofu sub county Local Government.

The findings showed there is moderate and positive attitudes between Nawanjofu sub county employees and Service delivery. This finding was subjected to verify the test of hypothesis. These results imply that employee’s good attitudes towards work will lead to improved service delivery. Therefore, once employees attitudes will be fully positive, this implies that positive employee attitudes will enhance the proper service delivery in Nawanjofu sub county local government.
5.1.3 The relationship between employee attitudes and staff performance in Nawanjofu sub county

The findings revealed that the neutral and positive employee attitudes have a strong and positive relationship with staff performance in Nawanjofu Sub County. This means that increased adherence to employee attitudes is expected to improve staff performance because they can meet deadlines, carry out development activities, empowerment programs and extra

5.2 Conclusions

Employees’ good performance is very essential for the effectiveness of the organization. As discussed above there are many factors that affect the performance of the employees and as well as of the organization. The descriptive statistics result proved that all the variables (attitude, job satisfaction, job commitment, training and motivation) are positively affecting the performance of the employees. While looking at the results drawn from the correlation we find that motivation, job commitment and attitude of employees and leaders are highly correlated with the performance and organizations need to create cooperative and employee oriented culture to achieve higher level of performance through these variables. Regression analysis show that job commitment and motivation are highly significant and thus managers need to link the pay with performance, provide timely training and set an appropriate job design to improve the performance level.

Results proved that all the factors have equal effect on the performance level of different gender and as the level of experience increases the attitude of the employees and leaders, job satisfaction and job commitment show more strong effects on their experienced personnel and devise effective retention policy by giving competitive salary, experienced base pay, experienced based promotion etc.

Job satisfaction does impact future performance through the Job involvement, but higher performance also makes people feel more satisfied and committed. It is a cycle of events that is clearly in keeping with the developmental perspective (Alan Randolph .et.al, 1998). Attitudes such as satisfaction and involvement are important to the employees to have high levels of performance which was conceptualized and supported by the findings of the present study. The results of the study and from the formulated hypotheses revealed that attitudes namely satisfaction and involvement, and performance are significantly correlated. Correlation between involvement and performance is somewhat higher than the correlation among
satisfaction and performance. Even though attitudes have a greater impact on performance, Involvement has a greater impact rather than the impact of satisfaction on the performance and hence hypothesis 2 is rejected.

To conclude job satisfaction, performance, Involvement, staff commitment and Performance are associated and inter-related and together lead to the realization of organizational objectives. Some other factors which influence on the performance should be explored by further study.
5.3 Recommendations

Performance standards should be established and communicated to the employees the Government of Uganda. This will help employees to achieve the standards and perform well.

Employees who are reaching standards and or above standard should be appreciated and rewarded.

Fair pay, benefits, promotion opportunities and good supervision should be in the organization to satisfy the employees in order to enhance the performance.

Good leadership styles as to fit for the organizational conditions may be satisfied the workers.

Identifying weaknesses of employees may be the best way to improve the Worker’s performance, because it indicates the area which training should be provided.

Motivating employees to achieve the high level of satisfaction and performance
REFERENCES:


Dear respondent(s):

My name is Mutiwa Emmanuel, a student of Kampala International University, in the College of Humanities and Social Sciences. I am carrying out a research study on the topic “the employee attitudes and performance in Local Governments of Uganda. A case study of Nawanjofu sub county, Butaleja district in Eastern Uganda”

The study examines the views, opinions, attitudes, and experiences towards employee attitudes performance in Local Governments

This research forms part of the academic requirements for the award of Bachelors of Arts in Social and Community Development. I request you to kindly fill this questionnaire genuinely as it applies to you. Feel free to answer because the information provided will be treated with much confidentiality and for academic purposes only.

Part I: Background of the Respondent

1 (a) Age of Respondents (tick appropriately)

i) 21 – 30 years

ii) 31 – 40 years

iii) 41 – 50 years

iv) above 51 year

(b) Gender of respondents

i) Male

ii) Female

(c) Marital status of respondent

i) Married

ii) single

iii) Divorced

iv) Widowed

v) Separated
(d) Level of Education

i) Primary □   ii) Secondary □   iii) Tertiary □
iv) University □   v) None □

PART 2: STUDY OBJECTIVE 2

2(a). What position do you hold in this I

(b). For how long have you held this office? ............

3. Do employees in this department have good work attitudes?

4. What is the relationship between employee attitudes and performance?

5. What are the causes of poor employee attitudes in your local government?

6. Suggest possible solutions to the causes of poor employee attitudes in Nawanjofu sub county........
APPENDIX B: INTERVIEW GUIDE FOR HEADS OF DEPARTMENT (STUDY OBJECTIVE 1)

1. Which department do you head?
2. For how long have you worked in this department?
3. What do you understand by employee attitudes?
4. How are employee attitudes in this department?
5. In what ways has poor employee attitudes affected organisational performance in your department?
6. What are the causes of poor employee attitudes in your department?
7. What do you think are strategies to address the causes of poor employee attitudes?
APPENDIX C: INTERVIEW GUIDE FOR OTHER MEMBERS OF STAFF (STUDY
OBJECTIVE 3)

2. What office do you hold??

7. For how long have you worked in this office?

8. What do you understand by employee attitudes?

9. How are employee attitudes in this office?

10. In what ways has poor employee attitudes affected organisational performance in your department?

11. What are the causes of poor employee attitudes in your department?

12. What do you think are strategies to address the causes of poor employee attitudes in your district?
March 27, 2019

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: INTRODUCTION LETTER FOR MUTIWA EMMANUEL REG NO. 1161-06114-04406.

The above mentioned candidate is a bonafide student of Kampala International University pursuing a Bachelor’s Degree in Social and Community Development.

He is currently conducting a field research for his dissertation entitled, “Employee attitudes and performance in the local government of Uganda, A case study of Nawanjofu Sub County in Eastern Uganda.

Your organization has been identified as a valuable source of information pertaining to his Research Project. The purpose of this letter then is to request you to accept and avail him with the pertinent information he may need.

Any data shared with him will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours faithfully,

Ms. Nakalena Faith

HOD, Department of Applied Psychology

"Exploring the Heights"