FACTORS AFFECTING THE PERFORMANCE OF EMPLOYEES AT THE MINISTRY OF HEALTH HEADQUARTERS, UGANDA

BY

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A DISSERTATION SUBMITTED TO THE DEPARTMENT OF BUSINESS AND MANAGEMENT IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER'S DEGREE IN MONITORING AND EVALUATION OF UGANDA TECHNOLOGY AND MANAGEMENT UNIVERSITY (UTAMU)

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DECLARATION

I, Margaret Basaza, hereby declare that this dissertation titled, “Factors affecting the Performance of Employees at the Ministry of Health Headquarters, Uganda” is my original piece of work, and has never been submitted to this University or any other institution of higher learning for any award of a degree.

Signature…………………………… Date…………………………………………..

APPROVAL

This is to certify that this work titled, "Factors Affecting the Performance of Employees at the Ministry of Health Headquarters, Uganda" has been done under my supervision and submitted for examination with my approval.

Dennis K. Omvia

Uganda Technology and Management University (UTAMU)

Signature……………………… Date…………………………

DEDICATION

I wish to dedicate this piece of work to my dear mother, Mrs. Mauda Kwibuka Basaza, for raising me; and my siblings for their friendship and love.

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May the Almighty God bless each one of you richly.

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ABBREVIATIONS

CES	Charitable evaluation services
ECD	Evaluation Capacity Development
HRIS	Human Resource Information System
HRM	Human Resource Management
AHSPR	Annual Health Sector Performance Report
LMX	Leader-member exchange
M & E	Monitoring and Evaluation
MOFPED	Ministry of Finance, Planning and Economic Development
MOH	Ministry of Health
NDS	National Development Strategies
PEAP	Poverty Eradication Action Plan
PNFP	Private not-for-profit
PPS	Personnel performance system
PSMWG	Public sector management working group
RBB	Results-based budgeting
RRH	Regional Referral Hospital
UBOS	Uganda Bureau of Statistics
UCLA	University of California Los Angeles
UDHS	Uganda Demographic Health Survey
UTAMU	Uganda Technology and Management University

ABSTRACT

This study analyzed factors affecting the performance of employees at the Ministry of Health headquarters, Kampala. The objectives of the study were to assess how working conditions affect the performance of employees; establish how monitoring and evaluation system affects performance of employees; and, examine how monitoring and evaluation capacity development affects employee performance. Random and non-random sampling techniques were used to select the samples by use of self-administered questionnaires which provided sufficient data from the sample selected. Data was analyzed quantitatively using Statistical Package for Social Scientists, while qualitative data was analyzed by use of content analysis.

The study targeted 124 respondents, and 102 questionnaires were returned -- representing 82% response rate. Purposive sampling was used to select senior staff while random sampling was used to select the other staff. The study revealed that M&E capacity development made the highest contribution to the performance of employees. Working conditions were the second best contributor to performance.

The study recommends that the Ministry should improve working conditions further, especially salaries and fringe benefits since these contribute to employee performance. Evaluation capacity development should also be improved further since it contributes highly to performance of employees. The effect of monitoring and evaluation system should be an area of further research in future since not much was seen to impact on employee performance.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study analyzed the factors affecting the performance of employees at the Ministry of Health headquarters in Kampala. The independent variable was factors with dimensions of working conditions, monitoring and evaluation system, and monitoring and evaluation capacity development. Performance was the dependent variable and was measured in terms of efficiency, effectiveness, productivity and timeliness. Besides introducing the study, this chapter presents the background to the study, statement of the problem, general objectives, and specific objectives of the study. It also includes research questions, hypotheses, conceptual framework, significance, justification, scope, and operational definitions of terms and concepts.

The thesis is organized into five chapters: the first chapter is introduction, and the other four chapters are literature review, methodology, presentation, analysis and interpretation of results and, finally, summary, discussion, conclusion and recommendations.

1.2 Background of the study

1.2.1. Historical background

This sub-section is on critical information about the performance of employees globally, regionally and nationally. Measuring employees' performance in both public and private health sectors has been discussed for decades (Kaplan and Norton, 2004; Pollitt and Bouckaert, 2004). In many advanced economies, such as those of the Anglo-Saxon countries, Scandinavia and the Netherlands public services have come under increasing pressure to improve their efficiency and effectiveness, reduce their demands on taxpayers, but maintain the volume and quality of services supplied to the public (Brignall and Modell, 2000).

In the English public sector, an important innovation in the performance management regime centres around public service agreements, explicit agreements, targets and indicators established between the treasury and individual government departments, which are subsequently cascaded throughout the entire public sector in an effort to ensure delivery alignment. The empirical findings are examined in the light of three theoretical perspectives – new institutional theory, resource dependence theory and agency theory.

New institutional theorists adopt the position that organizations are not just technical systems and consider performance measurement as a set of socially constructed practices, shaped by long-lasting and deeply embedded norms (Scott, 1987; Covaleski et al, 1996). In institutional environments, some actors have the authority to impose organizational practices on subordinate units or to specify conditions under which they will remain eligible for continued funding (Geiger and Ittner, 1996). Although institutions play an important role in every sector, public sector organizations are more dependent on them both in terms of legitimacy and resources (Meyer and Rowan, 1977; DiMaggio and Powell, 1983).

Health care financing and equity currently dominate policy agendas worldwide. Governments and international organizations are recognizing that equitable health systems are essential to achieving health-related social development goals, and that financing approaches are critical for the performance of any health sector and for achieving universal coverage. Consequently, many low and middle-income countries, including Kenya, are considering how to reform their health financing system in a way that promotes equity and efficiency in the performance of employees (Freedman et al, 2005).

In Uganda, human resource management challenges have been reported which include weak performance management of health care workers. The value for-money audit for the health sector programmes that was carried out in Uganda in the year 2006 revealed a number of weaknesses in performance management of health care workers in the districts. The audit revealed significant staffing gaps, with many of the 112 districts in Uganda failing to attract and retain qualified health care workers. In addition, the districts did not have clear policies on staff training, transfers and rotation. There was irregular and inadequate support supervision, and health staff appraisals were occasional (MOH, 2008).

1.2.2 Theoretical background

Herzberg's two factor theory of motivation points out that employee motivators for example, challenging work, recognition, and responsibility give positive satisfaction, and hygiene factors such as status, job security, salary, fringe benefits, work conditions that do not give positive satisfaction or lead to higher motivation, though dissatisfaction results from their absence. Self-motivated employees tend to exhibit good performance even if they are never provided with much external motivation, but their performance increases if they are provided with motivation. Great stress is placed on the importance of quality in the work place, with an emphasis on the perceptions of work improvement and satisfaction in the industry (Sightler & Adams, 1999; Clarke, 2000). Emphasis is also placed on the ways by which management can create a motivational workplace in which retention and employee satisfaction lead to improved health care (Decker et al, 1997; Russomagno, 2000). Good performance by staff is enabled via a supportive working environment. This encompasses more than just having sufficient equipment and supplies. It also includes system issues, such as decision-making and information-exchange processes, and capacity issues such as workload, support services and infrastructure (Potter & Brough, 2004).

McGregor (1985) in his theory of motivation, points out that understanding motivation and performance begins with understanding that the workers are not necessarily to be blamed if their performance is not what the supervisor envisions. Instead of assuming that the workers in question are lazy or unskilled or unwilling to perform the task at hand, the wise manager seeks to understand why the workers are not performing to their expectations. While it may be that the workers do not possess the required skills (which can be remedied through training), there may be other factors involved which are more complicated and which reach to the heart of effective management. Assuming that the workers are being willfully disobedient or unproductive is to put responsibility where it does not belong (McGregor, 1985).

There are various theories on motivation and employee performance. Popular among these theories, Theory 'Y' which unlike theory 'X' has the view that people love work naturally and see their reward not only in terms of cash benefit but from the satisfaction derived from undertaking difficult works on their own, thus providing managers a platform to exploit this wish for self-development for maximum productive efficiency.

Maslow divides human needs into higher and lower orders. The lower order needs are primary, such as food, shelter, sex, and physical security, while the higher order needs involve love for other and self-actualization, as emphasized by Maslow (1954) in his book titled Motivation and Personality.

1.2.3 Conceptual background

Employee performance can be defined as the job-related activities expected of a worker and how well those activities were executed. Many employees are assessed on an annual or quarterly basis in order to help identify gaps in their performance. The public sector can be defined as part of the economy concerned with providing basic government services. The public sector might provide services that non-payers cannot be excluded from (such as street lighting), services which benefit all of society rather than just the individual who uses the service (such as public education). Hence services that encourage equal opportunity, planning, organization, and delivery of health services in public sector must reflect an added sense of urgency (Motsoaledi, 2012).

Over the last few years, the South African National Department of Health (NDOH) has initiated a number of reform initiatives to improve governance of the health system, performance of the employees and service delivery. One of the considerations, in terms of implementation, is that the various reform initiatives need efficient co-ordination and sequencing for maximum contribution to the Government's vision of 'A Long and Healthy Life for All South Africans' (as expressed in the Negotiated Service Delivery Agreement for Outcome 2, 2010).

1.2.4 Contextual background

Kinyili (2012) while writing from the Kenyan context in the journal, Social Sciences Management and Entrepreneurship, argues that an efficient, motivated and well trained civil service is expected to be one of the major foundations of a country. The motivation of employees automatically reciprocates in their productivity. Much more output and professionalism are common when employees are smiling.

In Uganda's case, performance of Ministry of Health staff has been reported to be below expectation (MOH, 2015). Literature reviewed revealed that there are several factors that can contribute to poor employee performance. This stimulated the researcher's interest to venture into the area of civil servants' performance, targeting the Ministry of Health headquarters.

Tashobya (2009) reveals that financing conditions, where very little is spent on basic health care inputs (for example, medicines, health workers' salaries and health centre maintenance) in rural areas has an implication on the performance. Tashobya further points out that as a result, the coverage of services was limited, quality was poor in terms of performance and, combined with the existence of patient charges, these services represented poor value for money. Not surprisingly, prospective health care consumers tended to stay away, choosing either to self-treat or to attend alternative commercial sector providers (UBOS, 2009). This was reflected in low levels of utilization for out-patient services in government and PNFP health units. The utilization rate for out-patient services in government and PNFP units was only 42 visits per person. This indicates that the Ugandan health employees were not meeting the needs of the population (MOH, 2015).

1.3 Statement of the problem

In the last two decades, Uganda government has implemented a variety of reforms in the health sector which include: abolishing user fees, increasing output of ambulatory services, outpatient attendances and immunization. This was on the understanding that these reforms would create the right individual and organizational incentives for improving health system performance (Ssengooba et al, 2007). As evidenced by statistics for key in-patient services 1: 20,000 (UBOS, 2006), the reforms have not considered the monitoring and evaluation role played by the Ministry of Health. However, reform initiatives above have not always considered human resource performance issues that are relevant to success and have often failed to include the participation or perspectives of the health workforce in reform planning processes and decision-making (Wiskow, 2006).

A number of studies have considered the effects of reforms on the health workforce and highlight the importance of human resources performance to the success of reform objectives as well as the complexity of human resource management in the context of reforms by the Ministry of Health (Alwan, 2002). His study pointed out that human resource issues need to be a primary consideration in reform design, suggesting that reforms can only be implemented successfully where there is consensual participation on the part of the workforce (Hongoro, 2007).

The Ministry is faced with a series of factors limiting its employee performance, ranging from working conditions, monitoring and evaluation system, and monitoring and evaluation capacity development (Matiza, 2001). There are no elaborate studies on the assessment of the factors affecting performance of employees at the Ministry of Health headquarters in Kampala.

1.4 General objective of the study

The study sought to assess the factors affecting performance of employees at the Ministry of Health headquarters in Kampala, Uganda.

1.5 Specific objectives of the study

The specific objectives of the study were:

i. To assess how working conditions affect performance of employees at the Ministry of Health headquarters.

ii. To establish how monitoring and evaluation system affects performance of employees at MOH headquarters.

iii. To examine how monitoring and evaluation capacity development affects employee performance at MOH headquarters.

1.6 Research questions

The study aimed at answering the following questions:

i. How do working conditions affect performance of employees at the Ministry of Health headquarters?

ii. How does monitoring and evaluation system affect performance of employees at the Ministry of Health headquarters?

iii. How does monitoring and evaluation capacity development affect employee performance at the Ministry of Health headquarters?

1.7 Hypotheses of the Study

The study aimed at testing the following hypotheses:

i. There is a positive relationship between working conditions and performance of employees at the Ministry of Health headquarters.

ii. There is a positive relationship between monitoring and evaluation system and performance of employees at the Ministry of Health headquarters.

iii. There is a positive relationship between monitoring and evaluation capacity development and performance of employees at the Ministry of Health headquarters.

1.8 Conceptual framework

The study was steered by a conceptual framework (Figure 1.1)

Factors affecting performance of employees

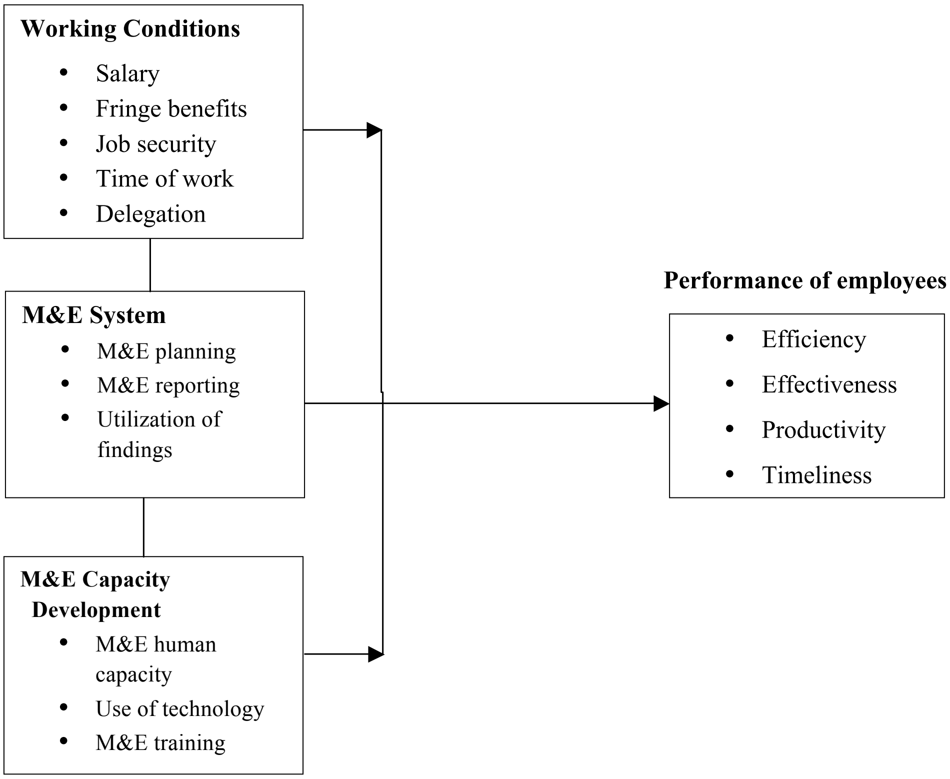

Figure 1.1: Conceptual framework for the study to examine factors affecting Employees' performance (adapted from Turnock and Handler, 1991)

The conceptual framework presents the factors affecting performance of employees as the independent variable with three dimensions: working conditions, monitoring and evaluation system, and monitoring and evaluation capacity development (Figure1.1).

Performance, on the other hand, is presented as the dependent variable which is measured in terms of efficiency, effectiveness, productivity and timeliness.

Behaviour is seen as a crucial intermediate between attitudes and performance in human resource management literature but has been underexposed within public management literature (Boselie, Dietz & Boon, 2005; Wright & Nishii, 2006). What performance, and performance-related behaviour, actually is in public service providers is not easily captured: public service providers have multiple goals and multiple stakeholders, and what they should do is politically determined (Boyne, 2002; Brewer, 2006; Brown, Potoski, & Van Slyke, 2006; Moynihan et al., 2011).

This multiplicity of interests makes it impossible to identify a single measure that accurately represents performance (Brewer, 2006). Boyne (2002) conceptualized the performance of public service providers as multidimensional, consisting of output, efficiency, service outcomes, responsiveness, and democratic outcomes. If the desirable performance of public service providers is multidimensional, employees will have to show behaviours relevant to all those dimensions to perform well. In reference to public sector employees, scholars have argued that multiple types of performance-related behaviour are expected of them (Jorgensen & Bozeman, 2007; Moynihan et al, 2011).

1.9 Significance of the study

The study could serve as a basis for future researchers and other research users who may venture into similar area of assessing the "Factors Affecting the Performance of Employees in Public Sector in Uganda". The findings will provide information for academicians, policy makers, social workers and researchers for input in a policy formulation process and could influence the improvement of service delivery in the health sector in countries with similar settings. The study will also help the researcher fulfill one of the requirements for the award of a Master's degree in Monitoring and Evaluation at UTAMU.

1.10 Justification of the study

Considering the dynamic role the Ministry of Health headquarters plays in service delivery countrywide, there is need for the management and policy makers to be in the know of the challenges affecting the performance of employees at the headquarters in Kampala, Uganda, in order to get possible remedies to the factors affecting the performance of employees. The MOH was particularly chosen because of the challenges they are experiencing which impact on both local and international community. Secondly, it was easy for the researcher to gain access to records and key informants. This study is an exploration of human resource management system as a study of the monitoring and evaluation system of Ministry of Health headquarters.

1.11 Scope of the study

1.11.1 Geographical scope

The study was conducted at the Ministry of Health headquarters, Kampala, Uganda.

1.11.2 Content scope

This study explored how working conditions, monitoring and evaluation system, monitoring and evaluation capacity development impact on the performance of employees at the Ministry of Health headquarters in Kampala.

1.11.3 Time scope

The study covered the period of three years from 2012 to 2014 when performance was reported to be declining (MOH, 2015).

1.12 Operational definitions

For the purpose of the study the following terms and concepts are used:

Term	Definition
Employee performance:	Measurement of performance in terms of efficiency, effectiveness, productivity and timeliness.
Working conditions:	Range from working time (hours of work, rest periods, and work schedules) to remuneration, as well as the physical conditions and mental demands that exist in the workplace.
Job security:	Assurance that you will be able to work in your job as long as you please and will not become unemployed.
Delegation:	Assignment of responsibility or authority to another person (normally from a manager to a subordinate) to carry out specific activities.
M&E system:	A collection of people, procedures, data and technology that interact to provide timely information for authorized decision-makers.
Evaluation:	Efforts undertaken to strengthen related system of management,
Capacity development:	Governance, accountability and learning to improve development effectiveness to strengthen and sustain both individuals and organizations to access, build and implement knowledge and skills.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature related to the study using past research, written texts, journals and magazines. The chapter is largely organized along the specific objectives and under seven sub-sections: theoretical review, factors affecting the performance of employees, monitoring and evaluation system, monitoring evaluation and capacity development, performance, empirical studies and summary of literature review.

2.2 Theoretical review

This study was steered mainly by Herzberg's two-factor theory of motivation whereby employee motivators give positive satisfaction, and hygiene factors do not give positive satisfaction or lead to higher motivation, though dissatisfaction results from their absence. Self-motivated employees tend to unveil good performance even if they are never provided with much external motivation; their performance increases if they are provided with motivation. Great stress is placed on the importance of quality in the workplace, with an emphasis on the perceptions of work improvement and satisfaction in the industry (Sightler & Adams, 1999, Clarke, 2000). Of importance also is the way that management can create a motivational workplace in which retention and employee satisfaction lead to improved health care (Decker et al, 1997; Russomagno, 2000).

Good performance by staff is enabled via a supportive working environment which encompasses more than just having sufficient equipment and supplies. It also includes system issues, such as decision-making and information exchange processes, and capacity issues such as workload, support services and infrastructure (Potter & Brough, 2004). There are various theories on the issue of motivation and employee performance. Popular among these theories are Douglas McGregor's theory 'Y' has the view that people love work naturally and see their reward not only in terms of cash benefit but from the satisfaction derived from undertaking difficult works on their own, thus providing managers a platform to exploit this wish for self-development for maximum productive efficiency. In addition, McGregor mentions the equity theory which explains motivation in terms of trying to be like the Joneses - social comparison between themselves and their peers, the expectancy theory which indicates that people are motivated by working towards some sort of benefits or bonuses.

Maslow (1954) built the theory of the hierarchy of needs on the needs, wants, and hungers of individuals. Maslow divided human needs into higher and lower orders. The lower order needs are primary, such as food, shelter, sex and physical security, while the higher order needs involve love for other and self-actualization.

2.3 Factors affecting performance of employees

Research has shown that there are several factors that affect employee performance:

2.3.1 Working conditions and employee performance

Working conditions can be defined as working environment and all existing circumstances affecting labour in the workplace, including job hours, physical aspects, legal rights and responsibility, organizational climate and workload (Business Directory, 2017).

Noble (2003) states that more attention should be paid to identifying and dealing with working conditions because when employees have negative perception to their environment they sometimes suffer from chronic stress, absenteeism, and their productivity and commitment tend to be low. On the other hand, an organization with a friendly, trusting, and safe environment experiences greater productivity, communication, creativity, and financial health (Kreisler et al, 1997).

Gerber et al (1998) further asserts that, ‘‘working conditions are created by the interaction of employee with their organizational climate, and this includes psychological as well as physical working conditions’’. These benefits have been claimed by those using a linear causal model. The frequently used or at least assumed model posits that strategic HRM leads to a system designed to increase employee skills, motivation and job design. This results in increased discretionary effort and access to employee tacit knowledge which, in turn, improves operational performance, profitability and stock market value. Research into specific labour practices and positive enterprise-level outcomes based on this more or less explicit model has been subject to stringent criticism, which we use as part of our own apparatus in evaluating the research we review. The critique in question is long-standing and centers on several aspects of previous research: its tendency to assume causal relationships; the assumption that their direction is from the practices to positive outcomes; the way that outcomes are narrowly defined if indeed they are clearly defined at all; the lack of specification of the mechanisms that lead to the outcomes; the attempt to find a “universal” paradigm for success that will apply to any company rather than a “best fit” one where specific practices are most effective for particular organizations (Wright and Gardner, 2000).

Moreover, it cannot be assumed that maximization of profit is the sole or even main objective function of Small and Medium Enterprises (SMEs) from owner/managers’ viewpoints; nor that they allocate high proportions of their time to maximization of performance. Non-monetary components are also significant. It has increasingly been argued by researchers examining companies, including SMEs, in the developing world that "quiet life" preferences and orientations towards the firm that prioritize direct control are also important considerations (Bandiera et al, 2011).

From the continuous quality improvement movement, Juran made a concrete connection between quality improvement and productivity improvement: "Thus the improvement in quality results directly in an increase in productivity" (Gryna, Chua & Defeo, 2007). Deming's approach to total quality management shows direct impacts on productivity enhancement as well. Empirical evidence exists demonstrating the successful application of such principles. Byrnes (2006) highlighted Nucor Steel's system of performance-based compensation in which workers' pay is based on productivity measures the result is a highly motivated workforce at Nucor. Although a news article portrayed the compensation/motivation plan at Nucor as unique and innovative, the steel maker's approach to pay-for-productivity was remarkably similar to that used by the Lincoln Electric Company since 1915. While such dramatic productivity initiatives are evident in the private sector and are often well publicized, the quest to find ways to improve productivity in government continues.

2.3.1.1 Salary

A salary is a form of periodic payment from an employer to an employee, which may be specified in an employment contract. Marsden and Richardson (2012) affirm that the salary a worker is paid by his or her employer can have a great influence on performance. A worker does not simply view his salary as a dollar amount; he sees it as the value his employer places on him as a worker. The level of appreciation he feels can have a direct impact on his overall performance. A worker is more likely to perform to his potential if he is happy with the salary he is earning. A person earning a high salary feels motivated to do a good job, because he wants to please his employer to retain his position. His salary brings him a feeling of security, allows him to feel accomplished and gives him a high status ranking that he enjoys (Dialo, 2010).

Marsden and Richardson (2012) underlined and gave an insight into some of the accompanying reasoning of the UK Government on the pay system. in his reply to a Parliamentary question (24 July 1991) noted that "It is important that pay system in the public sector makes a regular and direct link between a person's contribution to the standards of service provided and his or her reward". Pay has an important part to play in raising the quality and improving the responsiveness of public services a key theme in the Citizens' Charter.

Marsden and Richardson in addition point out that the Government wants to introduce more flexible pay regimes for the Civil Service, both nationally and locally. The new pay system must be demonstrably beneficial to the citizen, fair to the employee and linked to the delivery of high quality public services. This means developing pay structures which reward good performance and penalize bad performance. The UK Government concluded that the (existing pay) agreements as they stand do not provide a framework that is fully capable of meeting the needs of the people. It was therefore proposed to put in place a range of forms of performance related pay in order to achieve a closer link between performance and reward both for individuals and for groups of staff. This would be an important means of securing the objective of improving the quality of public services, which is at the heart of the Citizens' Charter Program. When reviewing the experience of performance-related pay for the senior grades of the Civil Service, the 1990 Review Body of Top Salaries stressed management's goal of encouraging and rewarding good performance as the purpose behind relating pay to performance. But before governments commit themselves to enlarge the role for performance related pay in the Civil Service, it would seem only prudent to consider whether its application to the Civil Service so far has been a success (Marsden & Richardson, 2012). A person is much more willing to put in extra hours at the office if he feels his financial rewards are a fair trade-off. Research by Zeynep Ton, a Professor at the MIT Sloan School of Management, has shown that an employee satisfied with his pay is more productive and motivated. A well-paid employee feels valued by his organization. He knows management is not just paying him to get the job done; he is also respected for his subject matter expertise. This employee is more likely to be satisfied with his job and not feel the need to look for a similar position with better pay. However, an employee who does not feel like his organization is paying him a high enough salary is much more likely to look for and accept a higher-paying position of a comparable nature at another company.

In the 2012 Society for Human Resource Management Employee Job Satisfaction and Engagement survey, employees rated compensation as the third most important aspect of job satisfaction. When a company does not pay its employees well, the general office morale is low. Many workers may need to get a second job to make ends meet, which leaves them tired, overworked and resentful. Performance rates are typically low; as workers feel little motivation to exceed standards and absentee rates tend to be high. Employee turnover in these companies is often very high, as people do not want to work for a company paying below industry standards. In a CNN Money article, "Worker wages: Wendy's vs. Wal-Mart vs. Costco," a Costco employee noted that he has stayed working at the company for a number of years because of the decent wages and benefits he receives. Using a performance-based pay strategy can provide a worker with extra motivation to do his job to the very best of his ability. This can be an effective way to align a worker's incentive to earn additional monetary bonuses with the goals of the company. If he knows he will receive extra money when achieving a target set by his supervisor, it is likely he will do everything in his power to exceed expectations. An Inc.com article, "Performance Based Pay," notes that an incentive programme can increase employee productivity and create a sense of shared responsibility among the team.

2.3.1.2 Fringe benefits

Clearly, measuring the effect that ignoring fringe benefits has on estimates of labour supply and earnings functions requires data on factors affecting individuals' productivity and personal characteristics as well as on wages and fringe benefits. Some studies have considered how the amounts of fringe benefits supplied by employers vary with industry or employer but not employee characteristics (Goldstein & Pauly, 2006). A survey of health care coverage (Taylor & Lawson, 2011) does contain the requisite demographic data but does not include information on the employer's payments for health insurance or other fringe benefits. Data sets with both employee characteristics and employer fringe benefit payments can be constructed by linking data from separate employer and employee surveys (Smeeding, 1983). By using means, however, we lose the data on individual characteristics which would allow us to hold productivity constant. Fringe benefits include:

- Performance-related rewards such as commission, performance bonuses, merit awards, share options, incentive schemes, and achievement awards.
- Membership awards such as pension, retirement benefits, medical insurance, sponsored holidays, a subsidized canteen and vehicle allowance or allocation.

Non-financial rewards may include:

- Status rewards such as prime office location, choice of furnishings, reserved parking area, a personal assistant or public recognition.
- Social rewards may include praise, compliments, dinner invitations and an active involvement in social events (Armstrong & Murlis, 2004; Cheminais et al, 1998; Cronje et al, 2001; Erasmus et al, 2005).

2.3.1.3 Job security

Initial studies along these lines suggest that full-time employees react negatively to blended workforces. Davis-Blake et al (2003) found that full-time employees who are in a workforce blended with temporaries exhibited lower levels of loyalty and intentions to remain with their organizations and higher intentions to unionize than did employees not in blended workforces. Pearce (1993) found that full-time employees who worked with independent contractors reported less trust in their organizations than did employees who did not. In their study, Sanderson et al (2009) established that many organizations rightly focus their human resources efforts on processes such as recruitment, selection, and training to ensure that employees have the necessary capabilities to meet the demands of their work. However, these alone do not guarantee the level of effort an individual will apply to the job. In this context, hygiene factors are those essential elements that do not positively influence productivity. However, if absent or if negatively perceived, they can have a destructive impact on individual commitment and willingness to deliver even standard performance. Therefore organizations must address three hygiene factors to position their staff to deliver at least standard levels of performance on the job.

Sanderson et al (2009) established that in those instances where perceptions of job security are not aligned with reality, this is particularly disadvantageous for the organization. Sanderson avers that public sector organizations are often criticized for providing too much job security and failing to address under-performance. This not only leads to substandard performance by some individuals but also can frustrate other team members who are affected by the poor performance. Either way, managing employee expectations regarding job security is key for achieving and maintaining standard performance. The 2009 “Best 100 Companies to Work For” survey highlighted the importance of open communication regarding business performance and headcount reductions, particularly during an economic crisis. At an individual level, organizations can manage expectations by defining clear objectives and providing honest feedback. It is also important to ensure that perceptions of job security are aligned with reality.

From this aspect, today’s business world is experiencing a difficult period in terms of both employees and employers. Job security, which is crucial for an employee in terms of keeping his or her job or finding a new job, is also important for the employers since it enables them to keep their employees or find new ones. Therefore, employers should be sensitive about the motivation of their employees under any circumstances for the interest of their organizations (Celtek, 2004). Employees are not machines running on physical power but social beings thinking, feeling and being affected by their environment. For this reason, trying to understand employees can make them feel valued and inspire them to work harder on the quality of their work. Job security plays an important role in both social and working life because it helps individuals not worry about their future, contributes to maintaining labour peace, increasing organizations’ productivity and protecting social balance and values.

2.3.1.4 Time of work

Time to work is a crucial element of a performance management system with performance measurement monitoring that shows where change is required and which will in turn produce the desired behaviour that will produce improved performance (Lemieux-Charles et al, 2003; Fryer et al, 2009). Experts often use the phrases of time to work and performance measurement interchangeably, but the two terms are somewhat different. Performance measurement is action, based on performance measures and reporting, which results in improvements in behaviour, motivation and processes and promotes innovation, while time to work is quantifying, either quantitatively or qualitatively, the input, output or level of activity of an event or process (Radnor and Barnes, 2007; Fryer et al, 2009). The primary function of time to work and performance measurement is to specify broad and abstract goals and missions to enable evaluation and the main aspects of performance measurement are: (1) deciding what to measure; (2) how to measure it; (3) when to measure it; (4) interpreting the data; and (5) communicating the results (Wang and Berman, 2001; Fryer et al, 2009).

2.3.1.5 Delegation

Wang et al (2008) attempt to integrate these two important managerial constructs by suggesting that delegation requires some sort of relationship between superior and subordinate, and the nature of that relationship differs across cultures. Further, it is argued that the nature and quality of the superior-subordinate relationship are fundamental to linking delegation to subordinate work responses, particularly in the Chinese context. Restated, it is the quality of the Leader-member exchange (LMX) relationship through which delegation influences Chinese subordinate work outcomes. Consistent with this reasoning, we develop and test a path-analytic model in which Leader-member exchange (LMX) mediates the relationship between delegation and Chinese subordinate performance and job satisfaction.

Pellegrini and Scandura in their study of Turkish business culture point out that, managers who delegate are likely to foster the formation of high quality relationship with their subordinates characterized by mutual trust, respect and loyalty. In turn, subordinates experiencing trust and respect are likely to reciprocate by strengthening and encouraging the superior. As such, delegation can be viewed as a mechanism that builds and nourishes superior-subordinate relationships. Delegated responsibility sends signals of trust and competence to the subordinate contributing to the social bonding within the dyad. Prior empirical studies have shown a positive association between delegation and LMX quality and this association has also been found in a high power distance, collectivist culture (Pellegrini & Scandura, 2006). Following previous theory and research findings we also expect a positive relationship between delegation and quality LMX.

2.3.2 Monitoring and evaluation system

Monitoring and evaluation has been a key performance management tool for planning, decision making and economic policy management. Mackay (2007), asserts that most governments in the world are working towards entrenching monitoring and evaluation in their economic governance system. M&E Systems Strengthening Tool is designed as a generic tool to assess the data collection, reporting and management systems to measure indicators of programme and project success. This tool addresses primarily the M&E plan and systems that need to be in place to collect and channel data up a system for aggregation into relevant indicators for programme management and reporting. This tool can also help all reporting entities under government programmes and donor-projects assess the strengths and weaknesses of their M&E systems, including data collection and reporting, and highlighting areas for improvement that might require additional focus, funds and/or technical assistance. The outcome of the assessment should be an action plan to enable the appropriate follow-up measures to strengthen M&E.

A monitoring and evaluation system is a collection of people, procedures, data and technology that interact to provide timely information for authorized decision-makers. As with many things in international development, the precise definition of an M&E system varies among different organizations. In most cases an M&E system refers to all the indicators, tools and processes that you will use to measure if a programme has been implemented according to the plan (monitoring) and is having the desired result (evaluation).

Christoplos (2005), stresses that the M&E plan covers objectives, indicators, data sources, plans for data collection, analysis, reporting, use and budget. In other words, it outlines very clearly who should collect, analyze and report on certain data. It all looks great on paper, but systems are needed to operationalize them. For implementing M&E, the systems elements that need to be addressed are human resources, information systems, capacity building, decision-making processes, and finances. Christoplos further affirms that from an organizational development perspective, the system elements are related to one another and work together to create the whole. Since M&E is an organization-wide effort, the system is also organization-wide. Let us then start exploring human resources (HR) as one of the key organizational elements that affects and is affected by any M&E effort. Their importance should never be underestimated since every system is only as good as the people who support it.

2.3.2.1 Monitoring and evaluation planning

Policy monitoring and evaluation is a mechanism that assists policy makers to learn about the consequences of public policy on real-world conditions (Dye, 1995). M & E are two separate concepts that are intimately related (UNFPA, 2000). M&E research uses social science methods and uses findings to inform the adoption, formulation and implementation stages of a project, policy or programme (Geva-May & Pal, 1999). A rigorous methodology when conducting M&E ensures that information collected is valid and reliable. M&E can occur at different stages within the policy cycle and seeks to improve the policy-making process (Parsons, 1995). Within a results-oriented environment, M&E is an integral part of the entire management system of an organization. It can be used to clearly identify relevant stakeholders, beneficiaries and the benefits and problems of a project or programme set clear aims and objectives of the project or programme ensure that there are enough resources obtained for the project or programme to be implemented successfully. Monitor inputs, activities and outputs, using the appropriate indicators identify the risks of implementing a particular project or policy, while considering the costs versus benefits of implementation.

- Use qualitative and quantitative methods to measure the progress of a project or programme; evidence can be "expert knowledge, published research, stakeholder consultation, previous policy evaluations, the internet, outcomes from consultations, etc." UK Cabinet Office, 1999 (cited in Sutcliffe & Court 2005);
- Increase knowledge by learning from previous experience and using lessons learnt to inform future projects or programmes;
- Change objectives as a result of learning from previous experience, report the results achieved and resources used when implementing the programme (Sprekley, 2009).

Approaches to M&E can use quantitative or qualitative techniques, or both (Herman et al, 1987; Parsons, 1995). In this study, there was a particular focus on evidence-based M&E, which uses both qualitative and quantitative methods to collect data for analysis. Modern policy-making lies at the heart of the modernizing government agenda, which seeks to make government more responsive and effective in achieving its goals (Sanderson, 2003). The rationale for evidence-based policy-making and evaluation is given by Blunkett (2000), cited in Sanderson (2003): “rational thought is impossible without good evidence, social science research is central to the development and evaluation of policy”.

The approach to policy-making assumes that one can make the best plans and derive the most suitable interventions if one has correct, up-to-date evidence and information on which to base the plans and interventions. Evidence-based policy-making uses the evidence-based evaluation approach, especially in budget decision-making and national planning, to assist government to focus on elegant priorities which address the demands from citizens and groups in society (Sergone, 2008). The public sector is reliant on results in order to rate its performance, efficiency and effectiveness. Implementing M&E, founded on evidence-based policy-making, allows government to plan and implement programmes efficiently and effectively. Ian Sanderson (2002) describes an evidence-based M&E approach as being characterized by two forms of evidence required to improve governmental effectiveness. The first form of evidence seeks to promote accountability in terms of results and the second form of evidence focuses on the knowledge of how policy interventions achieve changes in social systems (Sanderson, 2002). Knowing what to do, when to do it and how to do it, is important when conducting M&E.

The M&E framework guides and acts as a planning tool of all the processes and activities that are intended to be carried out in an organization. While evaluating performance, there is need to focus on questions such as who, what, when, how, and why M&E activities are conducted in a particular context (UNFPA, 2000). Whether M&E is commissioned by the evaluator, stakeholders or project staff, the M&E criteria should serve the needs of all the stakeholders involved (Rubin, 1995). The M&E framework also outlines what is to be monitored and evaluated; this provides the focus, role and criteria that will be used to conduct M&E practice (Rubin, 1995; UNFPA, 2000).

Medlin (2013) asserts that the Ugandan Government chose Results Based Monitoring (RBM) because it covers the following critical areas: Planning (which is done collectively with all parties concerned), Results Based Budgeting (RBB) looks at the financial aspect), Personnel Performance System (PPS) (evaluates the actual performance of all members in the organization against set targets), and Monitoring and Evaluation is a continuous and looks at the efficiency, effectiveness of all the above aspects. Areas which need improvement during the performance cycle are also highlighted and action is taken accordingly.

This approach helps the organization with decision making. RBM integrates the human resource aspect with the financial aspect and link them to the outcomes with the aim of improving lives of communities through provision of superior service. Performance management emphasizes agreement of objectives and development needs and the importance of self-assessment and self-development. Performance management focuses on the evidence provided by the analysis of what individuals and their managers did or did not do as an explanation of the results achieved.

The Ministry of Finance, Planning and Economic Development (2012) notes that M&E cannot be addressed from the narrow perspective of progress reporting, seen in isolation from its foundation of purpose and the reality of its use . Firstly, M&E is intended to support the process of creating development results of the employees' performance. When well-conceived and practiced, M&E guides managers towards achieving their goals – whether their responsibilities are at the policy, programme or project levels. M&E lets managers, together with their respective constituency of stakeholders, know whether progress is being made – knowing which strategies work and which do not.

Buchner (2007) found that most employees have a negative feeling about performance management. Employees feel that the system manipulates employees without rewarding their efforts. However, research shows that if well implemented RBM can motivate employees to be more productive. De Nisis and Pritchard (2006) avow that attitudes toward performance management affect the performance of employees in organizations. Matiza (2001) submits that performance appraisal is viewed with mixed feelings in Uganda, the majority of them negative. Mandishona (2003) indicates the survival of the organization and good service delivery is dependent on how employees perceive the whole system.

The Uganda National Policy on Public Sector Monitoring and Evaluation (2011) notes that reforms in the public sector have been further enhanced by the introduction of the National Development Plan, which has provided overarching strategic direction for the country's development. The plan points out that the challenges still remain, and provide the rationale for the formulation of this policy. The requirements for effective planning, monitoring and evaluation in the public sector are only partially addressed in existing legislation outlined in the

Constitution of the Republic of Uganda (1995) (as amended) , Local Governments Act, CAP 243, Uganda Bureau of Statistics Act (1998), National Planning Authority Act (2002), Public Finance Management Act (2015), and the National Audit Act (2008).

2.3.2.2 Monitoring and evaluation reporting

Monitoring and evaluation reporting assists in monitoring events and performance of employees in organisations. Informed decisions of the organisations are made basing on the performance reports made over a specified period of time. M&E reporting can be done through:

(i) Quarterly reports of the Municipal Finance Management Act, (MFMA) No 56 of 2003

Section 52 of the MFMA provides for the Mayor to submit on quarterly basis, a report to the Council regarding the municipal financial state of affairs and the implementation of the budget. This report combines elements of both financial and non-financial information monitoring.

(ii) **Mid-year performance assessment reports**

This mid-year assessment report compiled by the accounting officer must be completed by 25 January of every financial year. This report assesses the performance of the Municipality for the first half of the financial year, taking into account the section 71 monthly reports, the annual report and the municipal service delivery performance.

(iii) Annual reports

In Australian public services, the role of Premiers' Office in Monitoring and Evaluation: A Good Practice Guide (2008) indicates that the Municipality annual report provides information regarding the activities of the municipality over the course of the financial year. The report assesses actual Municipal performance against the budget and non-financial targets as set at the beginning of the year. The annual performance report, as required by the Municipal Systems Act (Section 46), is included in this report. In addition to the Auditor-General's audit report, Cloete (2009) states that the Government-wide monitoring and Evaluation frame work (GWM &E S) is managed from the Policy Coordination and Advisory Unit in the Presidency. The unit draws on information gained from the municipalities, sector departments and other agencies and interpret it in the context of the national government's strategic Programme of Action in order to assess progress towards those strategic goals.

The Monitoring and Evaluation Framework in Support of Cooperative Governance (2010), issued by the former National Department of Cooperative Governance and Traditional Affairs (COGTA) proposes that, due to the fact that reporting on performance of local government in South Africa requires information from different sectors at provincial and local level, DCoG will be responsible for coordinating information through its programme managers. The 2010 framework, further explains that, at provincial level, the Office of the Premier (OTP) has the responsibility of co-ordinating information from the provincial sector departments as the former is responsible for monitoring the provisions of basic services by the municipalities. The provincial departments of COGTA have to work in partnership with the OTP in ensuring that reports are coordinated from municipalities.

The Monitoring and Evaluation Framework in Support of Cooperative Governance (2010) issued by the former National Department of COGTA reveals that the Presidency is yet to develop the overall implementation plan of the M&E systems across the three spheres of government of

South Africa. Nonetheless, Van der Waldt et al (2007) made a key observation that monitoring and evaluation evolves from the Performance Management System (PMS) in municipalities. PMS is an integrated system to measure the performance of an institution and that of its personnel (Kanyane & MaMabel an, 2009).

2.3.2.3 Utilization of findings

Lane (1993) simply viewed the concept of implementation as the execution of policies. Van Niekerk et al (2001) agree with this assertion by indicating that the implementation process entails the translation of decisions into actions. Starling (2010) introduces a slightly different dimension and explains that implementation is a process of assembling the elements required to produce a particular programme outcome. A more specific definition is provided by Cloete et al (2010): "Implementation is the conversion of mainly physical and financial resources into concrete service delivery outputs in the form of facilities and services or into other concrete outputs aimed at achieving policy objectives. Bevir (2009) sums up the scenario by showing that implementation refers to the set of actions and interactions involved in the execution of public policy. The task of implementation is mainly the responsibility of the executive branch of government, especially the Public Service. The Role of Premiers' Office in Government-wide Monitoring and Evaluation: A Good Practice Guide (2008) shows trans current implementation of monitoring and reporting framework for municipalities has been heavily influenced by the Municipal Finance Management Act 56 of 2003 (MFMA).

The Act stipulates that municipalities must fulfil comprehensive reporting requirements which are outlined below: Monthly Financial Reports Section 71 of the MFMA requires municipalities to submit, on a monthly basis, information regarding actual expenditure and revenue collection. As such, these reports capture information regarding: actual revenue by source: actual borrowings: actual capital and operational expenditure by vote; allocations received: actual expenditure on allocations; and explanations for material variances (The Role of Premiers' Office in Government-Wide Monitoring and Evaluation: A Good Practice Guide, 2008). The Role of Premiers' Office in Government-wide Monitoring and Evaluation: A Good Practice Guide (2008) further states that in all instances, the actual expenditure and revenue must be compared with the amounts projected in the municipal budget. This provides municipalities with information to monitor expenditure and revenue collection.

2.3.3 Monitoring and evaluation capacity development

Kusek and Rist (2004) assert that Monitoring and Evaluation (M&E) is also a research tool to explore what programme design, or solution to employees problems, will work best and why, and what programme design and operational processes will create the best value for money. The information gathered is translated into analytical, action-oriented reports that facilitate effective decision-making. The focus here is on causes of problems rather than the manifestation of problems. Learning has been described as "a continuous dynamic process of investigation where the key elements are experience, knowledge, access and relevance. It requires a culture of inquiry and investigation, rather than one of response and reporting". M&E produces new knowledge. "Knowledge management means capturing findings, institutionalizing learning, and organizing the wealth of information produced continually by the M&E system on employees performance".

Public officials have a constitutional obligation to account to Parliament. They should be broadly accountable for how they spend public money, how they have achieved the purposes for which the money has been voted and how they have gone about their duties with a high degree of integrity. M&E provides the information in a structured and formalized manner for reporting and planning, which allows scrutiny of public service activities at all levels. This purpose of M&E may account for the perception that M&E is “policing”.

Despite the concerns that many have that one should not pursue M&E only for the purpose of accountability, as it may create suspicion and a culture of fear, when dealing with public funds accountability is critically important. Accountability is governed by the Constitution and legislation such as the Public Finance Management Act (which is part of planning, recording and reporting), and is supported by institutions such as the Office of the Auditor-General and the Public Service Commission, and failure to adhere to meeting accountability requirements is often met by sanction (Kusek and Rist 2004).

The Ministry of Finance, Planning and Economic Development (2012) asserts that capacity expresses the ability to effectively, efficiently and sustainably perform functions, solve problems and set and achieve objectives. Capacity is the power of something (a system, an organization, or a person - individually or collectively) to perform or to produce. However, a single person possessing the power to perform or produce only reflects the capacity of that person, and not necessarily a capacity on the part of an institution or system. Capacity does need skills, staff, logistical resources – but this is not enough. Existence of physical facilities or development of technical skills does not lead to capacities if addressed in isolation from the essential managerial processes of public service employee’s performance. However, in the review of development literature on the M&E of capacity building, Ortiz and Taylor (2008) point out a dilemma: “Many development organizations consider [capacity building] a fundamental part of what they do, yet very few understand what it is in a strategic and operational manner. They sense intuitively what it is. They know they do [capacity building] and why it is important (and spend large sums of money on doing so) yet they rarely conceive of it, operationalize it, or measure it in a way that helps them learn and improve their approach".

The importance of monitoring and evaluation and the case for better resourcing it have been discussed at length (Khokhar, 2014). There are simple lessons we can take on board to increase the likelihood of succeeding in a monitoring and evaluation project where technology is involved; staff often need support in the fundamentals of monitoring and evaluation and there is a need for better training in research skills, stakeholder engagement and the collection, analysis and management of data. Technology will not help if what is really needed is a change in practice at the process, team or even organizational level. However, the act of developing appropriate technologies provides a space for broader reflection and an opportunity for introducing organizational change, as well as the right IT to support monitoring and evaluation activities. With technology that makes capturing data quicker, it is easy to take the 'if it moves, measure it' mantra too far.

The Charities Evaluation Services (CES) report suggests that many organizations and funders had 'more data than they could deal with'. This is unfortunate: the potential for really learning from the data is reduced and the risk of unnecessarily burdening those gathering data is increased. It makes sense to have participation from stakeholders, including beneficiaries, in collecting potentially less data that is more valuable to all those concerned. There are so many Monitoring and Evaluation trainings offered these days it is really hard to know which are the best quality and recommended by organizations.

Erikson's psychosocial theory is very helpful in understanding how people are trained and development needs change according to age and stage of life. These generational aspects are increasingly important in meeting people's needs (now firmly a legal requirement within age discrimination law) and also in making the most of what different age groups can offer work and organizations. Erikson's theory is helpful particularly when considering broader personal development needs and possibilities outside of the obvious job-related skills and knowledge. (Erikson, 1964)

Multiple Intelligence theory (section includes free self-tests 2004-13) is extremely relevant to training and learning. This model helps address natural abilities and individual potential which can be hidden or suppressed in many people (often by employers). Learning Styles theory is extremely relevant to training and teaching, and features in Kolb's model, and in the VAK learning styles model (also including a free self-test tool). Learning Styles theory also relates to methods of assessment and evaluation, in which inappropriate testing can severely skew results. Testing, as well as delivery, must take account of people's learning styles, for example some people find it very difficult to prove their competence in a written test, but can show remarkable competence when asked to give a physical demonstration. Text-based evaluation tools are not the best way to assess everybody.

2.3.3.1 M&E human capacity and employee performance

Monitoring and evaluation capacity development is influenced by a number of circumstances:

(i) Emergent change

Describes the day-to-day changes that are brought about by individuals, organizations and societies adjusting to changing circumstances, trying to improve what they know and do, building on what is already there and constantly learning and adapting.

(ii) Transformative change

This occurs when an organization becomes stuck or goes through a period of crisis, either through natural processes or external shocks. In this case, the change process is one of unlearning inappropriate ideas and values and adopting new ones in order to create a new situation.

(iii) Projectable change

There is the kind of change that can be planned in advance, and made the focus of a specific project or piece of work. It is more about working to a plan to build on or negate visible challenges, needs or possibilities. On the other hand, different theories of change can also be used to describe how organizational change contributes to wider aims and objectives. Ortiz and Taylor (2008) stress the importance of organizations having a clear understanding of how change happens. They argue that this means understanding the demands or needs of primary stakeholders, and the conditions required to support the emergence of change, as well as understanding the broader socio-economic environment. Put simply, if capacity building is being done, then organizations need to know why it is being done, what it involves, how change is expected to occur, and how changes at individual or organizational level might contribute to any desired wider changes.

Many development organizations consider [capacity building] a fundamental part of what they do, yet very few understand what it is in a strategic and operational manner. They sense intuitively what it is. They know they do [capacity building] and why it is important (and spend large sums of money on doing so) yet they rarely conceive of it, operationalize it, or measure it in a way that helps them learn and improve their approach.

Good M&E is dependent on good planning. In turn, good planning may depend on a clear vision of what an organization is trying to achieve. If organizations lack adequate theories outlining why capacity building is being carried out, and what the eventual results might be in terms of both organizational and societal change, it is not surprising that so many struggle to effectively monitor and evaluate capacity development and capacity building work. If organizations are to carry out effective M&E around capacity building, a key first question to address is: "what is the purpose of that M&E?" The usual answer to this is a combination of accountability and learning in order to improve performance. M&E carried out to learn and improve performance will not necessarily meet the needs of accountability, and vice versa. There may be significant differences in the type of information collected, the methods used to collect it, and the honesty and integrity with which information and analyses are presented, Noble (2003).

There are likely to be competing demands on M&E within and across different organizations. For example, a donor might need information on the short-term results of capacity building efforts in order to be accountable to Parliament or the public. A capacity building provider might want to report results to donors, but may also want to learn in order to improve its services. The recipient of capacity building may be more interested in monitoring and evaluating their own capacity for learning purposes. And programme/project officers within that recipient organization might simply need information for basic programme management. The challenge is often to reconcile all these competing demands. In many cases this can best be done by ensuring that M&E meets the needs of the primary stakeholders – the providers and recipients of capacity building. Additional processes can then be introduced as required to meet the needs of other stakeholders. However, this is easier said than done, and there are often real tensions between different interested stakeholders (Nigel et al, 2016).

2.3.3.2 Use of Technology

The systematic monitoring and evaluating of information communication Technology (ICT) enabled development projects is still relatively new. Monitoring is important because it can go a long way to helping you figure out what is working and what is not working. Monitoring can help you establish a framework through which you ask: What the programme is trying to achieve, and what are the small steps will be measured along the way to ensure one is on the road to achieving project goals? A lot of what we know about Information and Communications Technologies for Development (ICT4D) projects is anecdotal. We do not have a lot of good research about what makes projects work and what makes them fail. So evaluation can be useful both to the project manager and to the wider field so that other people can learn from you and avoid your mistakes.

Gudda (2011) affirms that it is really important to think about M&E at the beginning of the project. If you do not know where you are starting from, it is hard to measure where you have gotten to. If your project has already been underway without an M&E component, be reflective on what you have already done and where you are: all that learning is really important. It becomes more difficult to do M&E midstream, but there are techniques that professional evaluators can use. New technologies are opening up all kinds of possibilities for improving monitoring and evaluation to ensure there is transparency and accountability in various development organizations and government agencies.

What ICT is doing for M&E is really broadening it out and allowing more people to monitor and evaluate programs and projects more efficiently by use of modern technologies. The devices used in M&E include mobile devices, laptops, computers, global positioning system (GPS), smart cards held devices and biometric devices. The technologies enable project managers to analyze data better and to make decisions more quickly. New ICT tools can make monitoring faster and more accurate. Using mobile phones can also help you reach out to a wider group, and get feedback from the communities you serve. Some of the new ICT-enabled visualization tools, including maps, graphs and charts, make it easier to analyze the data you collect and share it back with the community (Wright and Gardner, 2000).

2.3.3.3 Training

Cracknell (2000) states that training as a vehicle for capacity building has fallen off the agenda over recent years. Consequently, less interest has been shown in the monitoring of individual capacity. Yet many international agencies complain there is insufficient local staff of suitable calibre in key areas. These include carrying out or facilitating advocacy work, providing capacity development support, facilitating community development, engaging in participatory M&E or impact assessments and a host of other areas.

Writing about the humanitarian sector, Christoplos et al (2005) warn of the dangers of exclusively focusing on organizational capacity in an environment where local staff frequently move between different organizations as better-paid, more stable of satisfying opportunities come along. “Paradoxically, building and investing in capacity at an individual level may be more ‘sustainable’ than institutional development, especially when the political and institutional context is turbulent and uncertain. The international aid community is so focused on assumptions that capacity building has to be institutional that the impact of building a strong national cadre of personnel who may move from one institution to another is overlooked.” Christoplos et al (2005) emphasise that this might imply refocusing M&E more at the level of the individual, rather than concentrating solely on assessing organizational or societal change.

2.3.4 Employee performance

Franco et al (2002) defined performance that relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. Employee performance can be measured through the following aspects:

2.3.4.1 Efficiency

Woodrow (1887), in his study of Administration defined efficiency as a measure of the ratio of output to input. It is acceptable when we are dealing within a system of well-quantifiable measures of inputs and outputs. However, efficiency takes on a whole new perspective when we try to study it in an environment of traditionally measured quantities in a system that is heavily based on values, inspirations, and human perceptions. This addition of “value” dimension gives a unique perspective to efficiency in public administration (Rutgers & van der Meer, 2010).

Over the decades, scholars have discussed the topic of efficiency along two major distinctions; also, it has always been subject to how the duties of government are defined. At one point in time, it was just to increase output; afterward, it was defined along pure business lines; and later on, an element of value was added to cover the expectations of citizens as the most significant part of public goods and services.

Schachter (2007) finds efficiency as an intrinsic value in public administration, pointing out that its definition is debated among scholars of the field. Hence, there exist two very distinct schools of thought on the notion of efficiency in public administration domain. The first view is based on the Weberian model of “ideal type” bureaucracy and argues that public organizations are structured as bureaucracies, which provide rational and efficient organization structures to public organizations. Hence, several scholars have associated bureaucracy with efficient organizations (Denhardt, 2000; Nyhan, 2000). In contrast, the other school of scholars sees public organizations as pursuing multiple value-based goals in a democratic system (Rutgers & van der Meer, 2010). This multiplicity of goals and the political frameworks may well provide a basis for public organizations to be facing “a lack of efficiency” (J. Q. Wilson, 1989, cited in Rutgers & van der Meer, 2010). Quoting Metcalfe’s argument, Schachter (1989) writes that the public factories have at least dual goals of being efficient as well as working within the parameters of legislative accountability even at the expense of productivity. Therefore, efficiency in public administration is more than a technical relationship between resources and output; it has another dimension that incorporates outputs in relation to values and accountability as an inherent quality of democratic governance.

Frederickson (2010) states that “equitable, efficient, and economical” as “three pillars” of public administration. He views “equitable” as composed of qualities such as “fairness, justice, and equality,” whereas “efficient” is to do the best or the most preferred, and “economical” is to achieve it by least spending. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. Furthermore, a reward system when implemented based on the performance of the employees can motivate the employees in order to perform better on their tasks. There are several factors that contribute towards the success of the employees' performance: physical work environment, equipment, meaningful work, performance expectation, and feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes.

2.3.4.2 Effectiveness

A principal focus of many reforms aimed at improving service delivery is to strengthen incentives. Evidence from developed countries supports the view that, in addition to incentives, personalities play a key role in determining performance (Almlund et al, 2011; Borghans et al, 2008; Heckman, 2011). This suggests the possibility of strengthening services in developing countries through the separate avenue of personality traits. Literature on psychology and economics also points out a potential relationship between measures of non-cognitive traits, employee performance, and reactions to changes in incentives.

Nyhus ans Pons (2005) indicate in their research that specifies the Big Five personality index, and using Dutch household data that, wages are correlated with two of the Big Five personality traits, emotional stability and conscientiousness. Focused on-job task performance rather than earnings (Hogan & Holland, 2003) and in a meta-analysis that all have big five measures positively predict performance on specific job criteria, and that the predictions become stronger as the job criteria become more specific. There is also more evidence that the traits of senior executives are highly important in determining the performance outcomes of the entities that they manage. At the level and that shareholder wealth is positively correlated with measures of arm's executive's 'talents' and 'decision-making responsibility, (Johnson et al, 1985). Understanding the linkages between personalities, incentives, and performance in the public sector might improve service delivery in at least three ways. First, recent research shows that the psychological role of applicants to public jobs is largely determined by adjustable features of the position, most importantly the wage (Dal B o et al, 2013). Secondly, research shows that personality traits are malleable, providing a potential avenue for policy. Thirdly, psychometric measures might be useful as diagnostics in hiring or promotion decisions. The degree of correlation between personality measures, doctor attendance, and the responsiveness of senior officials to actionable data on absence we suggest that substantial improvements can be made by changing the role of hired workers, either through changes in hiring and/or promoting practices (Kaplan & Saccuzzo, 1997) through offering more attractive jobs (Dal et al, 2013), or through working to change individuals' traits over time (Roberts et al, 2006). Our findings additionally imply that improvements in performance may be achievable even in a system where incentives to attend work are extremely weak.

2.3.4.3 Productivity

Rolloos (1997) defined productivity as that which people can produce with the least effort. Productivity is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labour, materials, machines etc.) into goods and services.

Sinha (2001) stated that employees' performance depends on the willingness and openness of the Rolls also stated that thanks giving this willingness and openness of the employees in doing their job; it could increase the employees' productivity which also leads to the performance. Additionally, Stup (2003) explained that to have a standard performance, employers have to get the employees task to be done on track so as to achieve the organizational goal or target.

2.3.4.4 Timeliness

Sanderson et al (2009) emphasize that employees become more organized as a result of effective time management. Keeping the things at their proper places minimizes the time which goes on unnecessary searching of documents, important files, folders, and stationary items and so on. Sanderson et al further aver that effective time management boosts an individual's morale and makes them confident. Individuals accomplish tasks within the stipulated time frame, making them popular in their organization as well as amongst their peers. People who understand the value of time are the ones who manage to stand apart from the crowd. Individuals who finish off work on time are looked up to by others and are always the center of attention everywhere.

Individuals who stick to a time plan are the ones who realize their goals and objectives within the shortest possible time span. Managing time effectively helps employees to meet targets way ahead of deadlines and finish off a task just when it is required. Effective time management helps an employee to reach the pinnacle of success quickly and stay firm at the top for a longer duration. Employees who work just for the sake of working fail to create an impression and are never taken seriously at work. Effective time management plays a pivotal role in increasing an individual's productivity. Output increases substantially when people manage their time well. Better Time Management helps in better planning and eventually better forecasting. Individuals learn to plan things well and know where exactly they stand five years from now.

2.4 Empirical studies

Reilly (2003), points out that the use of performance incentives dates back to the era of the scientific management movement, which was championed by Frederick Taylor in the early 20th century to resolve the problem of soldiering at work. Since then, the private sector in most countries has continued to employ performance incentives with a view to raising the productivity of their workers. While research on the impact of incentives on employees' productivity has been a prominent area of interest in human resource management, it has been largely ignored by public sector scholars. This may have been occasioned by the fact that the goals of the public sector are different from those of the private sector; and contemporary scholars of public administration believe that while private sector employees are motivated to maximize their own utilities, public sector employees seek to maximize the social welfare of the people in society (Wright, 2000). In other words, employees in the public sector possess a motivational need for public service. This is referred to as public service motivation (March and Olsen, 1989; Perry, 2000; Wright, 2000). What this implies is that incentives that are directed towards the self-aggrandizement of private sector employees would not apply to public servants. Khokhar (2014) describes how health staff in Cameroon perceived reforms as a punishment inflicted on the nation by the International Monetary Fund (IMF) and the World Bank and, as a result, they developed a laissez faire attitude to their work resulting in reduction of consultation times and absenteeism. Similarly, workers in Uganda were reported to perceive reforms as threatening their job security, salaries and training and expressed their demotivation in the form of unethical behaviour with their patients and neglect of work responsibilities. Efficiency must be improved in all areas of public expenditure. This is so that better value for money in terms of the quality and quantity of services can be achieved with the scarce resources available to Government (Khokhar, 2014). The public sector in Uganda is characterized by weak performance and accountability and often remains inefficient and overextended. There is a duplication of functions and procedures and organizational compartmentalization. Sanderson et al (2009) noted that, on the human resource side, the public service is recognized to suffer from a skills gap, weak management and a shortage of high-level managers and skilled professionals. Government therefore responded to this challenge by creating a Public Sector Management Working Group (PSM WG 2010) to facilitate better coordination of the machinery of Government to effectively achieve the development outcomes defined in the PEAP and other National Development Strategies (NDSs) to follow.

The PSM-WG works to strengthen linkages and synergies between key institutions, reduce overlaps and duplication, enhance the consistency and focus of the various reform efforts, create a basis for sustained political support for reform, and ensure policy dialogue and coordination within PSM areas and with related reform areas (Behn, 1995)**.**

2.5 Synthesis of the literature review

Employee performance is one of the prevalent challenges faced by management in various institutions especially where there is need to ensure that there is value for money in every service delivery. Performance management is a continuous process of identifying, measuring and developing the performance of individuals and aligning performance with the strategic goals of the organization. Performance management is many times mistaken as performance appraisal but the latter is just a part of the former. From the literature reviewed, there are identified gaps from the studies that showed a few authors had little studies in this area of assessing factors affecting the performance of employees in the public sector especially in the area regarding establishment of monitoring and evaluation system and evaluation capacity development. Monitoring, evaluation system and evaluation capacity development have been ignored or given less attention in that they have been left for non-government organizations or donor-funded projects. This has affected the performance of employees such that there is less functional ME system, thus less emphasis put on target setting and result-oriented monitoring. The fact is that there is scanty literature in this area regarding the relationship between factors and employee performance and particularly on how it impacts on the performance of employees in a given organization. It is against this background that the Researcher found it suitable to investigate the relationship between factors and employee performance at the Ministry of Health headquarters, Kampala.

CHAPTER THREE

METHODOLOGY AND DESIGN

3.1 Introduction

Franklin (2012) defines methodology as the systematic, theoretical analysis of the procedures applied to a field of study. It comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge. Typically, it encompasses concepts such as paradigm, theoretical model, phases and quantitative or qualitative techniques. This chapter presents the research design, study population and area, sampling technique, data collection technique, sampling size and selection, data collection methods, sources of data, quality control, data analysis, data processing, ethical clearance and limitations. It shows that the study employed a mixture of methods: quantitative and qualitative designs.

3.2 Research design

A research design is an overall plan for an empirical study (Mugenda, 2003). The correlational survey design was adopted to provide a systematic description that is as factual and as accurate (Amin, 2005). A correlational survey enables the researcher to find out the relationship between the study variables (Bailey, 2012). Amin, (2005) states that quantitative approaches are plans for carrying out research oriented towards quantification and are applied in order to describe current conditions or to investigate relationships, including cause and effect relationships.

Quantitative approaches therefore helped to describe the current conditions and investigate the established relationships between the identified variables. Quantitative approaches were employed during sampling, collection of data, data quality control and data analysis.

Qualitative approaches involved in-depth probes and application of subjectively interpreted data (Bailey, 2012). Qualitative research enabled the researcher to gather in-depth information about the study, for example unstructured qualitative interviews served this purpose. Qualitative approaches were used in sampling, collection of data, data quality control and in data analysis.

3.3 Study population

Ministry of Health headquarters in Kampala comprises various departments: Clinical and Community Services, Planning and development, Finance and administration. The actual population is: Directors (4), Commissioners (10), Assistant Commissioners (20), Programme Managers (22), Economist/Planners (10), other Mid-Level Managers (20), HR Officers (7), Accountants (10), and support staffs (45). The study targeted various staff which include: Directors, Commissioners, Assistant Commissioners, Programme managers, Trainers, Accountants, Planners, Human Resource Officers, Economists, IT and other support staff to assess their performance, not excluding the gender factor. A total of 112 employees were targeted for the study to represent the employees' population.

3.4 Sampling size and procedure

The ever-increasing need for a representative statistical sample in empirical research has created the demand for an effective method of determining sample size. To address this, Krejcie and Morgan (1970) came up with a table for determining sample size for a given population for easy reference.

$s = X^2 NP (1- P) \div d^2 (N -1) + X^2 P(1- P)$

s = required sample size

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841)

N = the population size

P = the population proportion (assumed to be .50 since this would provide the maximum sample size)

d = the degree of accuracy expressed as a proportion (.05)

Table 3.1: The sample size

Categories	Population	Sample Size	Sampling strategy
Directors	4	2	Purposive sampling
Commissioners	10	7	Purposive sampling
Assistant Commissioners	20	15	Simple random sampling
Programme managers	22	19	Simple random sampling
Economists and Planners	10	7	Stratified sampling
Other mid-level managers	20	15	Stratified sampling
HR officers	7	4	Purposive sampling
Accountants	10	7	Purposive sampling
Support staff (drivers, office attendants)	45	36	Simple random sampling
Total	**148**	**112**	

Source: Field Study by the Researcher 2016

3.5 Sampling techniques and procedure

The study targeted 112 employees to participate in the study. The following techniques and procedures were selected during sampling:

Simple random sampling is a strategy that adds credibility to a sample when the potential purposeful sample is larger than one can handle whereby it uses small sample sizes, thus the goal is credibility, not representatives or the ability to generalize (Patton, 2001) .

Simple random sampling technique was employed as quantitative method of data collection so as to eliminate bias by giving all respondents equal chance to be chosen (Moore and McCabe, 2006). This sampling technique was used to select 20 Assistant Commissioners, 22) Programme Managers and 45 Support staff. The researcher used this sampling technique because each member in this population had an equal chance of being included in the sample.

Purposive sampling was chosen so as to ensure a representation from every unit of the Ministry of Health. It also offered the researcher a justification to make generalizations from the sample that was being studied (Laerd, 2016). Purposive sampling involved identifying and selecting individuals or groups of individuals that are knowledgeable about or experienced with a phenomenon of interest (Creswell and Plano, 2011). The researcher selected 4 Directors, 10 Commissioners and the 7 Human Resource staff. Stratified sampling is a sample that focuses on characteristics of particular sub-groups of interest and facilitates comparisons. The samples were taken within samples, except the sample size was typically much smaller, stratified and based on a characteristic (Patton, 2001). In addition, stratified sampling method was used so as to ensure that each sub-group within the department population receives proper representation within the sample (Maree, 2009). This technique was used to select the (10) Economists and (20) other Mid-Level Managers because they enabled the researcher to determine desired levels of sampling precision for each group, and provide administrative efficiency.

3.6 Data collection methods

This study used both quantitative and qualitative data collection methods. Quantitative data was collected using self-administered questionnaires, document review and key informant interviews were held with selected staff at Ministry of Health headquarters.

3.6.1 Key informants interview

Amin (2005) asserts that an interview is an oral questionnaire where the investigator gathers information through verbal direct interaction with participants. An interview requires the actual physical proximity of two or more persons and generally requires all information channels of communication to be open. As a research technique, the interview is conversation carried out with definite purposes of obtaining certain information by means of the spoken word.

Interviews were particularly used in getting a story behind employee experiences. In addition, interviews gave an opportunity to the researcher to revisit some of the issues that had been overlooked in other instruments and yet they were deemed vital for the study. The interviews captured questions on the independent and dependent variables and in the course interviewing probing were applied so as to elicit a good response rate. An interview with each respondent lasted for only five minutes or less. The UCLA Center for Health Policy Research Health DATA Program in their research methods synthesis pear point out that a key informant can provide particular knowledge, understanding and insight on the nature of problems under investigation and give recommendations for solutions (UCLA, 2016). Depending on the information being sought, structured or unstructured interviews were conducted face-to-face with selected key informants such as the Directors, Commissioners, Assistant Commissioners and Human Resource Officers.

Key informant interviews enable the researcher to obtain quality data in a relatively short period of time from knowledgeable people. It also enables one to obtain the same views which can be prohibitively time-consuming and expensive amount of information and insight from in-depth (Family Practice1996). All the important information was captured, as the respondents had all the time to express their views verbally as the Researcher was recording.

3.6.2 Survey

A survey is a research method for collecting information from a selected group of people using standardized questionnaires or interview guides. Surveys are useful in describing the characteristics of a large population. No other research method can provide this broad capability, which ensures a more accurate sample to gather targeted results from which to draw conclusions and make important decisions (Scheuren, Fritz, 2004). Surveys also require selecting populations for inclusion, pre-testing instruments, determining delivery methods, ensuring validity, and analyzing results.

3.6.3 Document review

Mugenda (2003), discusses advantages of using documents in research, including the fact that such research is relatively low-cost, particularly when the documents are easily accessible and already located in your workplace, or on the internet. In addition, Mugenda points out that documents vary a great deal in quality, often related to the perceived importance of recording certain information, but some types of document can be extremely detailed and yield much more information than you could hope to gain from a questionnaire or interview.

The Researcher reviewed much secondary data in the study variables including library-based documents, computer-based documents, and historical archives. As for the sources of the documents, they were from government surveys, government legislations; historical records and media documents such as newspapers, magazines articles, Television and radio programmes; or sometimes personal documents such as diaries and photographs. Document review supplemented other information on employee performance. Official documents were reviewed to investigate the study variables.

The list of public documents that were reviewed included: Acts of Parliament and consultative reports on employee performance. Document reviews assisted the researcher to verify the ideas of other authors done on the same topic. This was good as the study variables had guiding information already researched.

3.7 Data collection instruments

3.7.1 Questionnaire

A questionnaire is a data collection instrument used to gather data over a large sample or number of respondents (Kombo and Tromp, 2006). The questionnaire was developed following recommended guidelines by various scholars that include Kothari (2005) and in line with the objectives of the study.

Quantitative questions were close-ended and ranked on a four point Likert Scale (where 1=Strongly Disagree, 2=Disagree, 3=, Agree and 4=Strongly Agree) to provide options of answers to questions that were positively formulated, as recommended by Robbins (2008).

Questionnaire as a method of data collection was used because it is less expensive compared to other methods of data collection. It is also filled at the respondent's convenience, hence increasing the chance of getting valid information. It covers a wide geographical area since the researcher's approach responds more easily through questionnaire than any other method (Amin, 2005).

A questionnaire was used because it increases the degree of reliability due to the many items in it and it as well enhances the chances of getting valid data (Amin, 2005). The open ended questionnaire captured questions on the independent and dependent variables. The Researcher also ensured that all categories of respondents received the questionnaires in time to get the opinions and information from the employees at the MOH. The open ended questions gave more room for the respondents to give detailed information.

The use of questionnaires as a method of data collection was affordable compared to other methods of data collection. The questionnaires were filled at respondent's convenience, hence increasing the chance of getting valid information. The questionnaire survey included data gathering method that was utilized to collect, analyze and interpret the views of a group of people from a target population. Surveys have been used in various fields of research, such as sociology, marketing research, politics and psychology.

3.7.2 Key informant interview guide

An interview guide is a set of questions that the researcher asks during the interview (McNamara, 2009). The researcher designed an interview guide which was used during the interview of the key respondents at the Ministry. The researcher posed questions to lead the respondents towards giving data to meet the objectives of the study and probe them in order to seek clarification about responses provided. A structured interview guide was used for the senior management (Directors, Commissioners and Heads of Departments) to stimulate them into detailed discussion of factors that affect employee performance at Ministry of Health. As a research tool, the interviews carried out with definite purposes of obtaining certain information by means of the spoken word. Interviews were particularly used in getting stories behind experiences. In addition, interviews also gave an opportunity to the Researcher to revisit some of the issues that had been an over-sight in other instruments and yet they were deemed vital for the study. The interviews captured questions on the independent and dependent variables and in the course of probing applied, thus eliciting good response rates.

3.7.3 Document review checklist

The documentation review checklist helps a researcher conduct a meaningful review of documentation pieces. Reviews of documentation are critical for catching errors and omissions in the content, and often identify issues themselves prior to general availability. The goals of a review checklist are to capture errors and missing information, which helps one to create more robust, complete, accurate documentation (Parman, 2015). The checklist included documents from Ministry of Health and Ministry of Public Service (acts, regulations, annual and quarterly reports), Makerere University College of Health Sciences, scientific journals, media articles and newspapers (see Appendix 5).

3.8 Quality control

Two key issues, namely, validity and reliability were addressed.

3.8.1 Validity and reliability

Reliability refers to how well data collected by using a questionnaire can be reproduced. The most common indicator of reliability is test-retest reliability (Oppenheim, 1992). This is a measure of how stable the respondents' responses are between time 1 and time 2, when we can assume that there should be no natural change in the responses, e.g. because of treatment, maturation etc. A poorly-designed questionnaire might result in variation in the responses of the respondents between times 1 and 2, leading to measurement error. The common method of measuring test-retest reliability is a statistical test – the correlation coefficient between the two sets of responses, which should not be less than 0.70 (Litwin, 1998). Other tests of reliability Include measuring the interviewer's consistency and the consistency between interviewers.

In terms of validity and reliability, the questionnaires were checked for consistency basing on Cronbach's alpha. A total of 15 respondents from Ministry of Health headquarters were used to pre-test the data collection instruments. The findings of the study, incorporated the lessons learnt in the questionnaire and used them to re-design and improve the data collection instruments. The researcher allowed the respondents to legitimately judge the credibility of the results. The researcher kept on taking record of the procedures for checking and rechecking the data throughout the study. For quantitative data, the researcher attained validity of coefficients of at least 0.70 or 70%.

A reliability test was performed to check the consistency and accuracy of the measurement scales. As Cronbach's alpha shows the results are acceptable (between 0.71 and 0.92), indicating questions in each construct are measuring a similar concept.

Table 4.2: Reliability of the study results

Case processing summary

		N	%
Cases	Valid	97	100.0
	Excluded	0	.0
	Total	97	100.0

a. List wise deletion based on all variables in the procedure.

Reliability statistics

Cronbach's Alpha	N of Items
.716	41

Source: *Field data by the Researcher, 2016.*

Table 4.2 shows that the Cronbach Alpha Coefficient was 0.716 based on 41 questions on the questionnaires that were on the Likert Scale. The questionnaire was deemed reliable.

3.9 Data collection procedure

The following procedures were followed during data collection:

- An introductory letter from UTAMU was obtained by the Researcher after having developed a research proposal under the guidance of the supervisor that introduced her to the relevant respondents at the Ministry of Health.
- The Researcher got permission from the authorities at the Ministry of Health who permitted her to carry out the study.

- Questionnaires were administered to the selected staff according to the sample size. The questionnaires were administered by the researcher herself, filled by the respondents and returned in due course.
- The Researcher also made appointments to conduct interviews with key informants at their convenient times.
- Interview guides were given personally whereby face-to-face interviews were held with Top Management of the Ministry.

3.10. Data analysis

3.10.1 Quantitative data analysis

The data collected from questionnaires was organized and coded and entered into the computer using a Statistical Package for Social Scientists (SPSS). The data was analyzed to establish the relationship between factors affecting the performance of employees at the Ministry of Health headquarters in Kampala, Uganda, using Pearson's correlation of co-efficient to determine the degrees of significance using T-test on employees' performance.

Further regression analysis was used to examine to what extent the factors affect performance. Data from questionnaires was presented in form of frequency tables and graphs for easy interpretation.

3.10.2 Qualitative analysis

The Researcher collected qualitative data using open ended questions from selected key informants at the Ministry of Health by taking down notes. The staff selected were assured of confidentiality, and the purpose of research was explained to them. Analyzing the qualitative data involved labeling and coding all in order to recognize their similarities and differences.

Content analysis was used to categorize verbal or behavioral data, for purposes of classification, summarization and tabulation to make sense of the data collected and to highlight the important messages, features or findings.

3.11 Measurement of variables

The Researcher used the nominal scale of measurement which applies to some common set of characteristics such as sex, age, level of education, category of respondent, among others. A four-point Likert scale was used to collect opinion data and to measure the respondents' beliefs on factors affecting the performance of employees at the MOH thus: 4 = strongly agree; 3 = agree; 2 = disagree; 1 = strongly disagree.

3.12 Ethical consideration

Based on ethical issues pointed out by Callahan (1998) the Researcher considered the following ethical issues:

- Clearance from the Research Committee of UTAMU
- Interviewees were informed that the study was part of the Researcher's Master's degree assignment and results may be used by the Ministry of Health officials and other relevant stakeholders such as the Public Service to address issues on the employees' performance.
- The Researcher obtained informed consent from each research participant. This was obtained in writing after the participant had the opportunity to carefully consider the risks, benefits and to ask any pertinent question. Informed consent was seen as an ongoing process, not a singular event or a mere formality.
- The data collected was kept on a personal computer with a password only accessible by the Researcher.

- The interviewees were informed that they were free to leave any time they would deem fit even in the middle of the interview if they so wished**.**

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter presents the analyses of findings of the factors affecting the performance of employees at the Ministry of Health. The findings are presented in relation to the specific objectives. They are mainly presented as correlations and percentages using graphics that included tables, graphs and charts.

4.2 Response rate

The response rate also known as return rate of respondents refers to the number of people who returned the questionnaires divided by the number of people in the sample (Table 4.1)

Table 4.1: Response rate

Method	**Target**	**Response**	**Percentage**
Questionnaires	112	97	86.6%
Interviews	12	5	41.6%
Total	**124**	**102**	**82%**

Source: Field data by the Researcher, 2016

Table 4.1 shows that out of 112 questionnaires given out, 97 were filled and returned. While out of 12 interviews intended to be conducted, 7 were not carried out. Thus out of the total 124 respondents expected, 102 were received, representing 82%.

4.3 Background characteristics of respondents

The descriptive characteristics of the sample were based on gender, marital status, educational level, responsibility level and tenure in the context of the Ministry organizational structure.

4.3.1 Gender of respondents

The study covered 124 respondents and both males and females responded. The majority of the respondents were males (54.6 per cent) and female were (45.4 per cent) as shown in Table 4.2.

Table 4.2: Gender of respondents

	Female	**Male**	**Total**
Questionnaires	44 (45.4 %)	53 (54.6%)	97
Interviews	3(60%)	2(40%)	5
	47(46.1%)	55(54.6%)	102

Source: Field data by the Researcher, 2016

4.3.2 Marital status of respondents

More responses were received from married (61%) compared to unmarried respondents (39%) interpreting the inner element of employees, and how the different status influences their performance (Figure 4.1). The unmarried category included those who were single, widowed and the divorced. A high proportion of the responses collected (55%) were males while a low proportion of responses received (46%) were females. However, the gender consideration that was one of the descriptive characteristics of the sample population come into play as per minimal difference in the proportion in both sexes. Therefore gender generally has influence on the employee performance in the area of study.

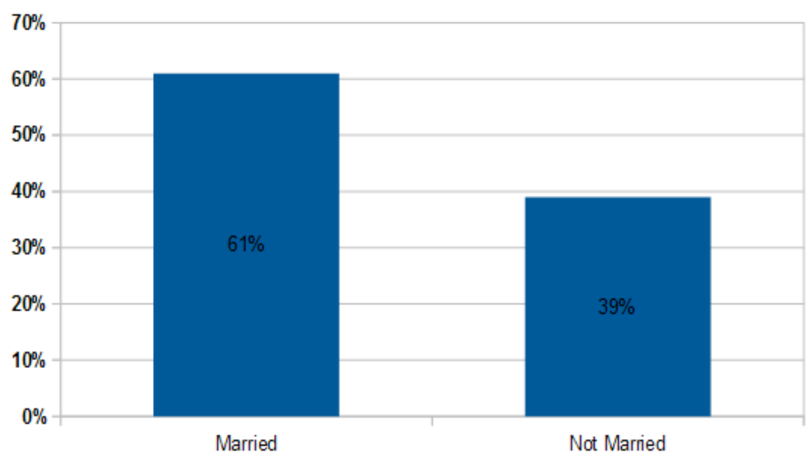

Figure 4.1 Marital status of respondents (Field data by the Researcher, 2016).

4.3.3 Level of education respondents

The factors affecting employee performance at the Ministry of Health were characterized by educational level. The majority of the respondents had attained at least a degree (34 per cent) thus the researcher was able to get reliable and valid responses considering their education background. The data collected on educational level by stakeholders is presented in Table 4.3.

Table 4.3: Educational level of respondents

Education level	No. of Responses	Percentage (%)
O-Level	-	-
A-Level	13	12.7
Ordinary Diploma	19	18.6
Degree	35	34.3
Master’s	30	29.4
PhD	5	4.9
Total	102	100

Source: Field data by the Researcher, 2016

4.2.4 Age grouping of the respondents

The study established, upon four categories of ages (Table 4.4).

Table 4.4 Age grouping of respondents

Age bracket	No. of responses	Percentage (%)
25-31 Years	39	38.2
32-38 Years	22	21.6
39-45 Years	17	16.7
46 Yrs+	24	23.5
TOTAL	102	100

Source: Field data by the Researcher, 2016

With regard to age of respondents, 39 respondents (38.2 per cent) were not more than 30 years old while 24 (23.5 per cent) were at least 46 years of age (Table 4.4). The rest were in between. As such, the respondents for the study were mature enough to provide data.

4.3.5 Responsibility level of respondents

The study aimed at establishing the reporting levels of respondents in relation to the organizational structure (Table 4.5).

Table 4.5: Responsibility level of the respondents

Level	**No: of Responses**	**Percentages (%)**
Director	0	0
Commissioner	6	5.9
Assistant Commissioner	2	2.0
Head of program	5	4.9
Principal Officer	8	7.8
Senior officers	17	16.7
Officer	41	40.2
Support staff	23	22.5
TOTAL	**102**	100

Source: Field data by the Researcher, 2016

4.3.6 Tenure of respondents

The study considered the level of service delivery (tenure) to be very important. This was done by categorizing the tenure of respondents (Table 4.1).

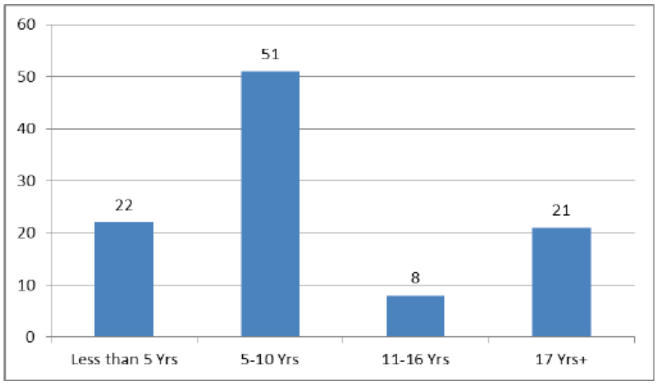

Figure 4.1: Tenure of respondents Source: Field data by the Researcher, 2016

Figure 4.1 shows that majority of the respondents had worked at the Ministry headquarters for between 5-10 years, representing (51 per cent) of respondents. This implies that the researcher was able to get information from employees who had good experience in health service delivery.

4.4 Empirical findings

The purpose of the study was to assess factors affecting the performance of employees at Ministry of Health headquarters in Kampala Uganda. The findings are presented along the respective scheduling.

4.4.1 Working conditions effect on performance of employees

The first objective of the study was to assess how working conditions affect the performance of employees at the Ministry of Health. To establish this, the researcher used both quantitative and qualitative approaches and the findings are presented in this sub-section.

4.4.1.1 Findings on working conditions

The researcher administered a questionnaire that had 11 questions to measure this dimension. The overall results showed that respondents generally agreed that there were good working conditions at the Ministry of Health as the Mean of Means was = 2.38 (Table 4.6).

Table 4.6: Effects of working conditions on performance of employees

Indicator	SA	A	DA	SDA	Mean	SD
The Salary I get motivates me to carry out my duties	8	40	35	14	2.57	0.840
My job provides fringe benefits (medical care, paid transport on leave)	10	31	31	25	2.73	0.963
I am always punctual at work and I stay up to closure of the day	37	44	11	5	1.84	0.825
I have job security at work	24	39	19	15	2.26	1.003
I discuss with my supervisor about the working conditions.	27	44	19	7	2.06	0.876
I get information about what I am supposed to	36	42	14	5	1.88	0.845
I have pressure at work to do even what is not in my job description	16	34	26	21	2.54	1.011
The management delegates some of us when they are busy.	22	53	14	8	2.08	0.838
Work is becoming hectic and tedious.	18	24	35	20	2.59	1.018
We work even beyond the normal working hours.	21	35	25	16	2.37	1.003
We have a trade union that caters for grievances at work.	6	12	30	49	3.26	0.905
Valid N (list wise)=97, Mean of Means = 2.38						

Source: Field data by the Researcher, 2016

There was slightly lower than a half of respondents (48, 49.5%) who agreed that the salary they got motivated them to carry out their duties, 41 making 42.7% held the opinion that their job had fringe benefits (Table 4.6). Over two-thirds (71, 71.2 %) agreed that they always discussed the working conditions with their supervisors. Slightly less than a half (42, 43.3%) felt that their work was becoming hectic and tedious, while over a half (56, 57.7%) held the view that they worked even beyond the normal working hours.

4.4.1.2 Qualitative findings on working conditions

The Researcher interviewed key informants at the Ministry of Health. When asked on how working conditions affect performance of employees, one respondent said: "There is need for the Ministry to improve the working conditions notably, streamline the allowances to staff when it comes to travel allowance while on leave, this is not being provided." One other senior staff asserted: "We are not given medical allowance, some staff are irregular at work because the salary they get is not enough and they have to take their children to school." Another specifically noted: "The working conditions are the exact opposite of what the name of this place is.

"A working place ought to have facilities more than we have here. There is overcrowding in offices and limited provision of basics for employees to live a healthy life. An example is there are no places reserved for breastfeeding mothers and no drinking water at work. This and some others definitely affect people's performance."

4.4.1.3 Working conditions and performance of employees

The study aimed at establishing the relationship between working conditions and employee performance. It was guided by the first hypothesis as follows: There is a positive relationship between working conditions and performance of employees at the Ministry of Health.

The Researcher applied Spearman's correlation to establish the co-relation between working conditions and performance (Table 4.7).

Table 4.7: Correlation between working conditions and performance of employees

			WKNew	PFNew
Spearman's rho	WKNew	Correlation Coefficient	1.000	.043
		Sig. (1-tailed)	.	.338
		N	97	97
	PFNew	Correlation Coefficient	.043	1.000
		Sig. (1-tailed)	.338	.
		N	97	97

Source: Field data by the Researcher, 2016

Results = There is a Weak positive correlation between working conditions and performance (Rho=0.043) that is not statistically significant (0.338) based on a sample of 97 respondents (N=97) at the Ministry of Health. As a result, the null hypothesis was rejected and the alternative hypothesis was accepted.

4.4.2 Monitoring and evaluation system effect on performance of employees

The second objective of the study was to establish how monitoring and evaluation system affects the performance of employees at MOH. To establish this, the Researcher used both quantitative and qualitative approaches and the findings are presented in Table 4.4.2.1.

4.4.2.1 Monitoring and evaluation system

To measure this aspect, the Researcher applied 11 questions on the questionnaire. The general findings were that respondents generally agreed with the statements relating to M&E system at the Ministry of Health, Mean of means = 2.43 (Table 4.8).

Table 4.8: Monitoring and Evaluation system

Indicator	SA	A	DA	SDA	Mean	SD
The Ministry of health headquarters has a functional M & E System in place	24	43	29	1	2.15	0.905
Work plans are reviewed on Monthly and Quarterly basis	21	43	26	7	2.20	0.862
The management usually reviews our working conditions monthly.	12	26	36	23	2.72	0.965
M & E results are disseminated to stake holders on time	8	40	36	13	2.56	0.829
Monitoring and supervision is always done on quarterly and monthly basis	15	53	22	7	2.22	0.794
Rewards and gifts are given to better performers during every appraisal.	12	18	38	29	2.87	0.986
The management committee is performance oriented.	14	35	33	15	2.51	0.926
Promotions are based on the employee's performances.	15	30	35	17	2.56	0.957
Information on appraisal is considered as management tool for future planning by the Ministry.	20	38	27	12	2.32	0.941
Appraisals are done by different management at different levels.	17	39	28	13	2.38	0.929
There is a functional Monitoring and evaluation Committee at the MOH	25	35	26	11	2.24	0.966
Valid N (list wise) = 97, Mean of means = 2.43						

Source: Field data by the Researcher, 2016

Over two-thirds, 67 (69%), of the respondents agreed that the Ministry had a functional M&E system. This was vindicated by a further 64 (66%) that agreed that work plans were reviewed on monthly and quarterly basis; 60 (61%) agreed that there was a functional Monitoring and Evaluation Committee at the MOH; and almost a half (48, 49%) agreed that M&E results were disseminated to stakeholders on time. Additionally, 49 (50.5%) believed that the Management Committee was performance-oriented. Only 38 (39.2%) agreed that rewards and gifts were given to better performers during every appraisal.

4.4.2.2 Monitoring and evaluation system

In an interview the Researcher was informed that the Ministry of Health had a system of monitoring performance in that there were monthly and quarterly reviews in which performance was evaluated. This fostered checks and balances, follow up reminders that point out gaps in employee performance and suggesting areas of improvement. This had forced staff to make sure when they were advanced resources to carry out activities they had to report back on time.

"There are Area Teams that travel for support supervision in the field, they are tasked to give reports and they have to justify whether the system of monitoring is effective. Sometimes the reports are shared with the districts to assist the Health Managers improve their decisions and methods of work. This has definitely improved performance of Ministry employees."

The researcher used Spearman's approach to establish the relationship between Monitoring and Evaluation system and performance of employees. The researcher used the hypothesis that, "There is a positive relationship between monitoring and evaluation system and performance of employees at the Ministry of Health headquarters in Kampala, Uganda". The results were as seen in the table following.

Table 4.9. Correlation between monitoring and evaluation system and performance

			SYSNew	PFNew
Spearman's rho	SYSNew	Correlation Coefficient	1.000	-.006
		Sig. (1-tailed)	.	.475
		N	97	97
	PFNew	Correlation Coefficient	-.006	1.000
		Sig. (1-tailed)	.475	.
		N	97	97

Source: Field data by the Researcher, 2016

Results= There is a weak negative correlation between M&E system and Performance (Rho=-0.006) that is not statistically significant (Sig=0.475) based on a sample of 97 respondents (N=97) at the ministry of health. As a result, the alternative hypothesis was rejected and the null hypothesis was accepted.

4.3.3 Monitoring and evaluation capacity development effect on employee performance

The third objective of the study was to examine how monitoring and evaluation capacity development affects employee performance at MOH. To establish this, the Researcher used both quantitative and qualitative approaches and the findings are presented below:

4.3.3.1 Monitoring and evaluation capacity development

A self-administered questionnaire was used to collect data on M&E capacity development

To measure this aspect, the researcher applied 11 questions on the questionnaire. The general findings were that respondents generally agreed with the statements relating to M&E capacity development at the Ministry of Health (Mean of means = 2.30) as detailed in the table below:

Table 4.10: Monitoring and evaluation capacity development

Indicator	SA	A	DA	SDA	Mean	SD
Management promotes additional training for employees.	24	47	12	14	2.16	0.965
Employee's training at work place promotes skill development.	32	46	13	6	1.93	0.845
Management is able to discuss work related stress issues and follow their opinions.	12	23	42	20	2.72	0.933
Management gets information about poor performance from the employees themselves.	13	33	36	15	2.55	0.913
The management pressures the employees to attain the working target.	16	49	18	14	2.31	0.917
The employees are well motivated during training.	12	37	32	16	2.54	0.914
Workshops are key elements in capacity building and development.	24	51	14	8	2.06	0.852
Appraisal is done after every training and workshop.	26	51	13	7	2.01	0.835
Employees acquire experience during trainings and workshops.	14	49	23	11	2.32	0.861
Management promotes skill development appraisals.	14	49	23	11	2.32	0.861
The human resource management has been a key player in skills and appraisal management.	12	46	29	10	2.38	0.835
Valid N (list wise) = 97, Mean of means = 2.30						

Source: Field data by the Researcher, 2016

The results show that close to two-thirds of the respondents (63, 64.9%) held the opinion that management promotes skill development appraisals; over two-thirds (71, 73.2%) agreed with the statement that management promoted additional training for employees; while (78, 80.4%) held the opinion that employee's training at workplace promotes skill development. More still, (77, 79.3%) believed that appraisal was done after every training and workshop; and (75, 77.3%) believed that workshops were key elements in capacity building and development. The study also established that only over a third (35, 36.1%) held the opinion that Management was able to discuss work-related stress issues and follow their opinions (Table 4.10).

4.4.3.2 Qualitative findings on monitoring and evaluation capacity development

During an interview, a Head of Department said, "Reports are done and shared within the management committee, impact assessments are also got from the supervisors, appraisals, and observations are also used to identify gaps in the workforce in addition to the self-assessments" (KI, MOH). The researcher was informed that there were no clear criteria of training staff. Instead, some staff had taken initiative to sponsor themselves to improve their knowledge and skills.

It was also noted that the Ministry of Health had a Training Committee and when there were scholarships, people applied and the committee would sit and select those who were fit to go for further training. All applicants routed their applications through their supervisors. There was a human resource information system (HRIS) in place and it was used to link up with regional referral hospitals (RRH). This handled all issues of staffing, recruitment plans sharing information. There was timely generation of reports, sharing data by use of technology such as the health information system in place. There was a clock-in system for all staff, early departure, accessibility of the system plans and sharing the information.

4.4.3.3 Monitoring and evaluation capacity development and performance of employees

The Researcher used Spearman's approach to establish the relationship between monitoring and evaluation capacity development and performance of employees. The Researcher used the hypothesis that 'there is a positive relationship of M&E Capacity development and performance of employees at MOH' and the results are presented in Table 4.11.

Table 4.11 Correlation between M&E Capacity development and performance

			MENew	PFNew
Spearman's rho	MENew	Correlation Coefficient	1.000	.152
		Sig. (1-tailed)	.	.068
		N	97	97
	PFNew	Correlation Coefficient	.152	1.000
		Sig. (1-tailed)	.068	.
		N	97	97

Source: Field data by the Researcher, 2016

There is a weak positive correlation between M&E capacity development and performance (Rho=0.152) that is not statistically significant (sig = 0.068) based on 97 respondents (N=97) at the Ministry of Health. As a result, the null hypothesis was accepted and the alternative hypothesis was accepted.

4.4.4 Findings on performance results

This sub-section presents findings on performance.

4.4.4.1 Findings

To asses this aspect, the Researcher applied 8 questions whose overall mean was 2.15 which was on the “Agree” side of the Likert (Table 4.12).

Table 4.12: Performance results of employees at Ministry of Health

Indicator	SA	A	DA	SDA	Mean	SD
I complete all tasks given to me on time	27	43	18	9	2.09	0.914
I enjoy working beyond normal working hours to complete my tasks	19	44	28	6	2.22	0.832
The degree to which I work meets the clients satisfaction	22	57	8	10	2.06	0.852
I always meet the daily targets as per work schedule	22	50	13	12	2.15	0.917
I enjoy representing my supervisor at meetings and workshops even when I am busy at work	19	46	22	10	2.24	0.887
I do my work without raising complaints to my supervisor	29	43	19	6	2.02	0.866
I record my daily activities in my to do list every morning	11	45	29	12	2.43	0.853
I have improved my performance tremendously	26	53	11	7	1.99	0.823
Valid N (listwise) = 97, Mean of means = 2.15						

Source: Field data by the Researcher, 2016

Over three-quarters (79, 81.4%) agreed that their performance had improved tremendously, Over two-thirds, (70, 72.2%) reported to have been completing their tasks on time. Over a half (56, 57.7%) reported to have recorded their daily activities in their "To Do" list every morning and close to two-thirds (63, 64.9%) reported to have enjoyed working beyond normal working hours to complete respective tasks.

Additionally, the data used is normally distributed since the SD tends towards 1(Table 4.12).

4.4.4.2 Other key findings

During the key informants' interviews, the Researcher was informed that there was a close relationship between workers and their supervisors so when they reported to work, they stayed on their desks; although sometimes it was difficult to monitor the productivity and effectiveness. The ministry had just introduced a clock-in system that monitored those who were absent from duty.

4.4.5 Regression analysis

According to Kothari (2004) regression analysis is a technique that consists of determining the statistical relationship between two or more variables. It supports in predicting the value of the dependent variable using one or more independent variables. The researcher calculated the regression considering the Independent Variable dimensions of Factors and Dependent Variable of Performance as per results presented in the table below:

Part A. Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	MENew, WKNew, SYSNew[b]	.	Enter

a. Dependent Variable: PFNew

b. All requested variables entered.

Part B. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.248[a]	.061	.031	2.59614

a. Predictors: (Constant), MENew, WKNew, SYSNew

Part C. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.592	3.617		3.205	.002
	WKNew	.075	.094	.081	.801	.425
	SYSNew	-.042	.083	-.051	-.504	.616
	MENew	.188	.081	.235	2.332	.022

a. Dependent Variable: PFNew

Source: Field data by the Researcher, 2016

Part A shows that all the three dimensions of the independent variable and also the dependent variable were considered in the regression model.

Part 2 shows an Adjusted R Square of 0.31 which means that factors which was the independent Variable contributed 31 per cent to performance of employees which was the dependent variable in the context of the study at the Ministry of Health.

Part 3 shows the various unstandardized coefficients in relation to how much each dimension of the independent variable actually contributes to the dependent variable, thus: (a) The M&E capacity development was established to be making the highest contribution to performance at the Ministry of health unstandardized B coefficient = 0.188 which implies that every single unit improvement in conditions for M&E capacity building, there is a resultant improvement in of 18.8 in performance) at the Ministry of Health.

(b) Working conditions were the second best contributor to performance unstandardized B coefficient = 0.075 which implies that every single unit improvement in the aspects of working conditions, there is a resultant improvement in of 7.5 in performance) at the Ministry of Health.

(c) The Unstandardized B coefficient of -.042 reported for M&E system means that for every Single unit improvement in aspects of M&E system, there is a resultant decline in performance. This is in agreement with the findings of the correlation between the two which showed a negative correlation.

CHAPTER 5

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the factors affecting the performance of employees at the Ministry of Health, discussion of findings, conclusion, recommendations and areas for further research. The chapter is also presented in line with the study objectives.

5.2 Summary of findings

5.2.1 Working conditions and performance of employees

The study found out that there is a weak positive correlation between working conditions and performance (rho=0.043) that is not statistically significant (0.338) at the Ministry of Health. This implied that the working conditions at the Ministry of Health affect performance of employees positively.

5.2.1 Monitoring and evaluation system and performance

The study revealed that there is a weak negative correlation between monitoring and evaluation system and performance (Rho=-0.006) that is not statistically significant (Sig=0.475) at the Ministry of Health. The findings revealed that the monitoring and evaluation system at MoH is not felt to be yielding intended results. During the study, it was observed that the Ministry mixes up support supervision, quality assurance with Monitoring and Evaluation system.

5.2.2 Monitoring and evaluation capacity development and performance

There was a weak positive correlation between monitoring and evaluation (M&E) capacity development and performance (rho=0.152) that is not statistically significant (sig = 0.068) at the Ministry of Health. The ECD from findings ranked first to be contributing highest to performance of employees.

5.3 Discussion of findings

The discussion sub-section is also presented along the specific objectives of the study.

5.3.1 Working conditions and performance of employees

The study revealed that there was a weak positive correlation between working conditions and performance of employees at the Ministry of Health which implied that the working conditions were not directly influencing the employees' performance levels. The study found out that the salary paid to employees was not enough to cater for their needs. This is in agreement with Marsden and Richardson (2012) who asserted that the salary paid by an employer to an employee influences performance. This finding is in agreement with Bynes (2006) who stated that employee wage when improved influences better performance of the employees. Thus Ministry of health needs to take salaries as a serious issue since else where it impacts on performance.

Further, the employees' fringe benefits such as bonuses, loan schemes, achievement awards are limited to a few employees and that the criteria of selecting those to be recognised were not clear. There were no medical allowances and yet salaries were not enough for employees and their families as supported by Armstrong and Murtis (2004).

Chemnas et al, affirm that Health coverage is key to an employee. Although public servants are entitled to pension, it takes long to get it and at times it is irregular. The results are in disagreement with the findings of Bandiera et al (2011) where the non-monetary aspects like promotions, appreciations influence employee performance. The study, however, found out that there was need to improve the working environment so as to influence employees to stay in the office and perform their job comfortably, which was in agreement with Wright et al (2000), who also specifies working places which groom workers to perfection.

This study revealed that employees' performance depended much on the presence of job aid at the Ministry of Health. Improved quality of the working conditions directly influences employee performance (Gryan et al, 2007). The study further revealed that the Ministry of Health, to some extent, had fair treatment on rewarding employees who performed well, which motivated employees to improve performance. The absence of automatic job promotions for high-performing individuals could negatively affect high performing individuals who would feel they were not rewarded for superior performance since employees had to apply and participate in a competitive recruitment process.

It was found out during the study that the public servants were offered too much job security and the ministry failed to address under-performance. Hence the employees did not care whether they performed or not since they were assured of their jobs, which was in agreement with Sanderson et al (2009). During the study some managers pointed out that as much as public servants had job security, there was need to enforce performance management tool to ensure that employees had performance agreements and were monitored and evaluated during appraisal to ascertain their performance so that the best performers were rewarded.

On the time for work, it was found out that the clock-in system that had just been introduced did not influence performance at the Ministry of Health in that people worked in consideration of time more than the duties assigned to them. There was no mechanism in place to find out whether actually the employees clocked in and stayed at work up to closure of day.

The study found out that superiors delegated juniors to carry out their duties and employees felt that instead of accomplishing their job tasks they spent much time performing delegated duties which they were not appraised for. This finding was in disagreement with Wang et al (2008) who asserted that delegation requires a relationship between a superior and a subordinate. Pellegrino and Scandura in their study point out that delegation builds mutual trust and respect, thus fostering high quality relationship and contributing to social bonding with a dyad. This finding is in agreement with Bynes (2006), who points out that the manager's job is to ensure that work done through employees is possible.

5.3.2 Monitoring and evaluation system and performance of employees

This study revealed that there was a weak negative correlation between Monitoring and Evaluation System and performance that was not statistically significant, meaning that it did not affect performance of employees at MOH. During the study, it was established that the employees at MOH did not feel the importance or existence of an ME System although some employees confessed that there was a quality assurance department that carried out some functions of ME whereby support supervision is carried out countrywide to monitor performance. Reports were written and shared during senior management meetings whereby staff gave reports and shared findings which were useful to the management in making and implementing important decisions.

There were monthly, quarterly and bi-annual review meetings where health managers met, shared reports and discussed the performance of their departments. Chrisplas (2005) asserts that M&E planning covers data collection, analysis and reporting on data. Dye (1995) agrees that M&E planning assists policy makers to learn about the consequences of public policy on real world conditions. M&E system improves the policy-making process (Parsons, 1995). It was seen during the study that performance reports shared with stakeholders assisted managers to learn and make informed decisions which is in agreement with Lane (1993) and Nyekok et al (2001) who indicated that implementation process entails translation of decisions into actions.

The results also revealed that there was poor communication and feedback element in that some supervisors did not conduct quarterly reviews and evaluations. There was a tendency of rating employees in absentia. This practice was perceived as favouritism. Managers needed to have a better understanding of performance management, its principles and key elements. They needed to understand their role on performance management in relation to the components of staff evaluations as well as the strategic objectives of the organization. The results of this study showed that when implemented correctly, monitoring and evaluation could be beneficial to an organization. This is in agreement with Medlin (2013) who advocated for the results-based monitoring as an effective tool in monitoring and evaluation of workers. The results-based monitoring tool triggers effective performance of the employees since the more efforts they put in their job, the more efficient they become. Mandishona (2003), in addition, notes that organizations and companies survive when they have effective monitoring and evaluation policies which always bring a win-win situation.

5.3.3 Monitoring and evaluation capacity development and performance of employees

The study revealed that there was a weak positive correlation between Monitoring and Evaluation capacity development and the performance of employees at the Ministry of Health. Monitoring and Evaluation capacity development ranked the first factor contributing to the performance of employees. It was found out that the Ministry of Health had a training committee which promoted additional training for employees. However, there were no clear criteria of staff training; instead, some staff had taken initiative to sponsor themselves for further studies to improve on their skills development which is key to performance.

Cracknell (2000) states that training as a vehicle for capacity building has fallen off the agenda over recent years. This is in agreement with Erikson (2004) who emphasizes training as the main tool on monitoring evaluation capacity development. There was evidence of improved use of technology, such as the use of the Human resource information system which is linked to various districts and referral hospitals. This makes it easy to share reports and verify staff in cases of recruitment, promotions and transfers.

5.4 Conclusions

5.4.1 Working conditions and performance of employees

The study confirmed that there was a weak positive relationship between working conditions and the performance of employees at the Ministry of Health which implied that the working conditions were not directly influencing the employees' performance levels. The management of the Ministry of Health should improve further the working conditions: congested offices, lack of fringe benefits such as paid transport on leave, salary increment and health insurance to employees which negatively affect performance.

5.4.2 Monitoring and evaluation system and performance of employees

This study revealed that there was a weak negative relationship between monitoring and evaluation system and performance that is not statistically significant, meaning that it does not affect performance of employees at MOH. During the study, it was established that the employees at MOH do not feel the importance or existence of an M&E system although some employees confessed that there was a quality assurance department that carried out some functions of M&E whereby support supervision was carried out countrywide to monitor performance.

5.4.3 Monitoring and evaluation capacity development and performance of employees

The findings of the study revealed that there was a positive relationship between monitoring and evaluation capacity development and performance of employees. This means that the Ministry should consider M&E capacity development an important factor towards the improvement of the performance of employees at the MOH headquarters. Employees should also take an initiative to go for CPD to update their knowledge, especially by attending accredited courses for CPD providers.

5.5 Recommendations

The recommendations presented below are based on the study finding and are in line with the specific objectives.

5.5.1 Working conditions and employee performance

- The Ministry of Health and other relevant ministries should review the salary structure so that workers are motivated by providing them with fringe benefits such as paid allowance on leave, medical insurance, etc. It was realized that the permanent and pensionable employees have an "I don't care" attitude towards producing results because they know their jobs are secure. It is recommended therefore that the Ministry adopts a contract-based system of employment so that renewal is as a result of performance for all employees.

- It is recommended that the Ministry explores more ways of monitoring performance in addition to the clock-in system. The study did not find any evidence of whether sitting on the desk from 8:00 a.m. to 5:00 p.m. enhances performance. Target setting should be adopted so that the staff are evaluated to assess their performance as per prescribed period.
- The management of the Ministry should ensure that officers reduce on delegating to their juniors especially in meetings where serious decisions are going to be taken.
- Based on the results, Ministry of Health should have periodic meetings with employees to air their grievances to management to serve as a motivating factor to the employees.
- Managers should also be counselled on their relationships with their subordinates and vice versa. The organization should have a programme in place for employees work life balance as this can be a great factor to motivate and retain them.

5.5.2 Monitoring and evaluation system and employees performance

- The Ministry should evaluate the M&E system being used to determine whether it is yielding positive results and meeting the intended objectives and also set and beef up an independent unit of monitoring and evaluation with required skills in M&E to monitor and evaluate performance of employees and enforce adherence of policies and procedures

- As much as plans are made to implement activities, the Management of Ministry of Health should enforce resource-based monitoring and evaluation so that performance is focusing at achieving goals. Mashona (2003) points out that there should be a win-win situation between the employer and employees since survival of the organization depends on employees' perception on the whole system.
- The Ministry should improve on the system of reporting. Let it be timely and results be shared with stakeholders in order to improve decision-making and service delivery.
- More periodic review meetings are encouraged so that all managers come together and share experiences which help to improve service delivery.
- Staff should be sensitized on the importance of the M&E system instead of looking at it as policing system.

5.5.3 Monitoring and evaluation capacity development and employee performance

- The Ministry should improve on the issue of capacity development by assessing the training needs of the staff so that there is clear criteria for those who access trainings rather than staff sponsoring themselves for career development.
- The management of Ministry of Health should facilitate both medical and non-medical employees to go for further training to improve their qualifications and knowledge base.
- There should be regular and thorough training of departmental officials about the performance management systems in the public sector and how they impact on productivity.
- The management through the HRM department should ensure that employees understand how their individual performance impacts on the overall productivity of the ministry. The

heads of department should understand that low individual performance may lead to a low departmental performance and productivity.

- The management of Ministry of Health should explain the performance cycle to employees to ensure that there is efficient planning, monitoring, evaluating and implementation.
- The management of Ministry of Health should ensure that effective communication and relations between subordinates, supervisors and management are facilitated. The HRM department should assist the MoH to foster communication strategies for employees.
- The HRM department should ensure that performance output, indicators and targets for the employees are set to enable staff achieve the Ministry's vision and goal.
- The management of Ministry should create a favourable working environment by ensuring that the necessary resources such as computers and stationery are available.

5.6 Limitations of the study

The key limitation to the study was negative attitude towards research; some officers simply did not like being interviewed. The Researcher had to take more time or come for the second time to explain the significance and justification of this study. There was also scanty literature on the Ugandan context regarding the study.

5.7 Contributions of the study

The findings of the study could be useful in various ways:

- Serve as a baseline for other research users who may venture into similar area of assessing the "Factors Affecting the Performance of Employees in Public Sector in Uganda".

- Provide resource information to academicians, policy makers, and researchers for better policies and could influence service delivery in the health sector in countries with similar settings.
- Identified gaps may be used by the MOH to strengthen and bridge loop holes in the M&E system, and ensure that there is a functional well-known system of monitoring and evaluating the performance of employees.
- Contributed to the fulfilment to the requirements for the award of a Master's degree in Monitoring and Evaluation at UTAMU to the Researcher.

5.8 Areas for further research

Arising out of this study, the following areas are suggested for further research:

- Implementation of the employee performance management and development system within organizations to increase productivity.
- Factors hindering implementation of M&E system in improvement of service delivery in the public sector.
- To what extent has the public sector applied the principles of monitoring and evaluation system in order to maximize service delivery?
- The extent to which monitoring and evaluation capacity development has been successfully implemented and increased service delivery in public sector.

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APPENDICES

APPENDIX 1: CERTIFICATE OF PROOF

MUKOTANI RUGYENDO

P.O. BOX 31178

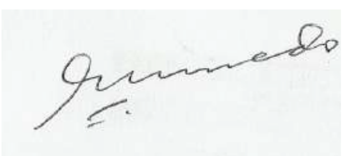
KAMPALA

TEL: 0701707093

30 April 2017

CERTIFICATE OF PROOF THAT DISSERTATION HAS BEEN EDITED

This is to certify that the Master's Degree dissertation titled**, Factors Affecting the Performance of Employees at the Ministry of Health Headquarters, Uganda by Margaret Basaza,** has been reviewed and corrected in order to ensure clarity of expression and consistency regarding key style aspects like general grammar, sentence structure to ensure logical flow and effectiveness of meaning, all-round punctuation, use of articles, use of tenses, quotations and attributions, citation and referencing.



Mukotani Rugyendo

Professional Editor

APPENDIX 2: WORK PLAN AND BUDGET OF THE RESEARCH

No	Activity	Duration									Estimated Budget (UGX)
		Nov 15	Dec 15	Jan 16	Feb 16	M 16	Apr 16	May 16	Jun 16	Jul 16	
1	Proposal writing										550,000
2	Reconnaissance Visits										
3	Data Collection										500,000
	Administering of 100 questionnaires and 20 interviews in Ministry of Health headquarters										450,000
4	Data Entry and Analysis										350,000
5	Progress report Writing										300,000
6	Dissertation Drafting										500,000
7	Submission of final dissertation										350,000
	Grand Total										**3,000,000**

APPENDIX 3: QUESTIONNAIRE TO STAFF

Dear Respondent,

I am a student of Uganda Technology and Management University (UTAMU), pursuing a Masters Degree in Monitoring and Evaluation. The questionnaire is intended to help the researcher get information on the factors affecting performance of employees at Ministry of Health Headquarters in Kampala Uganda. The purpose of the study is purely academic and information given will be treated with the highest degree of confidentiality.

You have been selected as a respondent for this study. Kindly, complete the questionnaire to enable the researcher complete the study. Please tick the answer which represents your opinion on the subject.

Your cooperation is highly appreciated.

Margaret Basaza (0773963620)

Researcher

SECTION A:

SOCIO-DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Please tick or circle the appropriate number

1. Gender of Respondent
   i) Female ☐
   ii) Male ☐

2. Age group
   i) 25 - 31yrs ☐
   ii) 32 – 38yrs ☐
   iii) 39 – 45yrs ☐
   iv) 46+ ☐

3. Marital Status of respondent
   i) Married ☐
   ii) Single ☐
   iii) Widow ☐
   iv) Divorced ☐

4. Highest attained level of education?
   i) O' level ☐
   ii) A' level ☐

iii) Diploma ☐

iv) Degree ☐

v) Masters Degree ☐

vi) PHD ☐

5. What department are you deployed in at the MoH?

i) Planning ☐

ii) Community Services ☐

iii) Clinical Services ☐

iv) Finance and Administration ☐

v) Any other, please specify…………………………………………………………………

6. What is your Title in the Ministry of Health?

i) Director ☐

ii) Commissioner ☐

iii) AC ☐

iv) Head of Department ☐

iii) Senior ☐

iv) Principal ☐

v) Officer ☐

vi) Any others please specify ……………………………………………………………

7) For how long have you served in the Ministry above?

i) Less than five years ☐

ii) 5-10 years ☐

iii) 11- 16 years ☐

iv) 17 and above ☐

No.	SECTION B: Working Conditions	Strongly Agree 1	Agree 2	Disagree 3	Strongly Disagree 4
1.	The Salary I get motivates me to carry out my duties	1	2	3	4
2.	My job provides fringe benefits (medical care, paid transport on leave)	1	2	3	4
3.	I am always punctual at work and I stay up to closure of the day	1	2	3	4
4.	I have job security at work	1	2	3	4
5.	I discuss with my supervisor about the working conditions.	1	2	3	4
6.	I get information about what I am supposed to do	1	2	3	4
7.	I have pressure at work to do even what is not in my job description	1	2	3	4
8.	The management delegates some of us when	1	2	3	4

	they are busy.				
9.	Work is becoming hectic and tedious.	1	2	3	4
10.	We work even beyond the normal working hours.	1	2	3	4
11.	We have a trade union that caters for greviencies at work.	1	2	3	4
12.	Any other working conditions, please specify …………………………………………………………………………………………				
	Section C: Monitoring and evaluation system	**Strongly Agree 1**	**Agree 2**	**Disagre e 3**	**Strongly Disagree 4**
13.	The Ministry of health headquarters has a functional Monitoring & Evaluation System in place	1	2	3	4
14.	Work plans are reviewed on monthly and quarterly basis	1	2	3	4
15.	The management usually reviews our working conditions monthly.	1	2	3	4
16.	Monitoring and Evaluation results are disseminated to stake holders timely	1	2	3	4
17.	Monitoring and supervision is always done on quarterly and monthly basis	1	2	3	4
18.	Rewards and gifts are given to better	1	2	3	4

	performers during every appraisal.				
19.	The management committee is performance oriented.	1	2	3	4
20.	Promotions are based on the employees' performances.	1	2	3	4
21.	Information on appraisal is considered as a management tool for future planning by the Ministry.	1	2	3	4
22.	Appraisals are done by different management at different levels.	1	2	3	4
23.	There is a functional Monitoring and evaluation Committee at the MOH	1	2	3	4
	Section D: Monitoring and evaluation capacity development	**Strongly Agree 1**	**Agree 2**	**Disagree 3**	**Strongly Disagree 4**
24.	Management promotes additional training for employees.	1	2	3	4
25.	Employee's training at work place promotes skill development.	1	2	3	4
26.	Management is able to discuss work related stress issues and follow their opinions.	1	2	3	4

27.	Management gets information about poor performance from the employees themselves.	1	2	3	4
28.	The management pressures the employees to attain the working targets	1	2	3	4
29.	The employees are well motivated during training.	1	2	3	4
30.	Workshops are key elements in capacity building and development.	1	2	3	4
31.	Employees acquire experience during trainings and workshops.	1	2	3	4
32.	Management promotes skill development appraisals.	1	2	3	4
33.	The human resource management has been a key player in skills and appraisal management.	1	2	3	4
34.	Monitoring and evaluation capacity development affects employee performance in the Ministry of health.	1	2	3	4
	Section E: Performance	**Strongly Agree 1**	**Agree 2**	**Disagree 3**	**Strongly Disagree 4**
35	I complete all tasks given to me on time	1	2	3	4

36	I enjoy working beyond normal working hours to complete my tasks	1	2	3	4
37	The degree to which I work meets the clients satisfaction	1	2	3	4
38	I always meet the daily targets as per work schedule	1	2	3	4
39	I enjoy representing my supervisor at meetings and workshops even when I am busy at work	1	2	3	4
40	I do my work without raising complaints to my supervisor	1	2	3	4
41	I record my daily activities in my to do list every morning	1	2	3	4
42	I have improved my performance tremendously	1	2	3	4

43. What expectations did you have when you first came to MoH?

…………………………………………………………………………………………...............

…………………………………………………………………………………………………

………………………………………………………………………………………………

44. What challenges are you facing regarding capacity development in this Ministry?

……………………………………………………………………………………………….

……………………………………………………………………………………………………

…………………………………………………………………………………………………

45. What solutions have been provided to address the above challenges?

……………………………………………………………………………………………………

……………………………………………………………………………………………………

………………………………………………………………………………

THANK YOU.

APPENDIX 4: INTERVIEW GUIDE TO KEY INFORMANTS

1. In your own understanding, in what ways do the working conditions at MoH affect the Performance of its staff?
2. How are capacity building activities evaluated in the MoH ?
3. What is the level of access to Knowledge resources within the MoH ?
4. (a) State the various ways/methods the Ministry monitors and evaluates planned activities?

   (b) Are such methods |ways effective?
5. In what ways is the M&E system affecting the employee's performance?
6. In what ways does MoH use evaluation as a performance improvement tool?
7. What are the perceived benefits of monitoring and evaluation of employees?
8. What issues affect the development of monitoring and evaluation capacity in MOH?
9. What strategies are used to develop M&E capacity and how effective are they?
10. In your experience, what types of M&E capacity development strategies are most successful at MoH?
11. How can digital technology be used to support capacity development in MoH?
12. In what ways is the use of technology influencing the performance of the employees at the MoH?
13. Are you aware of the Health Information System in this Ministry?
14. How useful has it been to you as a staff in sharing information timely?

APPENDIX 5: DOCUMENT REVIEW CHECK LIST

1. Ministry of Health reports
2. Ministry of Public Service
3. Makerere University reports and unpublished dissertations
4. Uganda Human Rights annual reports and magazine
5. Working papers
6. Media Articles and newspapers
7. Journals

APPENDIX 6: INTRODUCTORY LETTER

UGANDA TECHNOLOGY AND MANAGEMENT UNIVERSITY

UTAMU

For an Open Mind

MINISTRY OF HEALTH
RECEIVED
14 JUL 2016
P. O. BOX 7272, KAMPALA

(1)

20th May 2016

TO WHOM IT MAY CONCERN CHRM please handle. NO OBJECTION

RE: BASAZA MARGARET - REG. NO. SEP15/MME/1375U

This is to introduce Ms. Margaret Basaza who is a student in the School of Business and Management pursuing a Masters in Monitoring and Evaluation of Uganda Technology And Management University (UTAMU).

As part of the course, she wishes to undertake a research study on **"FACTORS AFFECTING THE PERFORMANCE OF EMPLOYEES IN THE MINISTRY OF HEALTH HEADQUARTERS IN KAMPALA UGANDA"** 18/7/16

Any assistance rendered to her will highly be appreciated. In case you need any further information, do not hesitate to contact the undersigned.

Sincerely,

Dr. Dick N. Kamuganga
Ag. Dean, School of Business and Management

Cc. Dean, Graduate School, UTAMU
Director, Academic Affairs, UTAMU

(3)

Margaret has been assisted by HRM department to obtain the relevant information required.
SHRO - Godfrey Bagoma 19/07/16

(2)

SHRO2 (Mr. Bagoma)
P/se handle.
CHRM
18/7/2016

P.O.Box 73307 Kampala(Uganda). Website:utamu.ac.ug. Email:info@utamu.ac.ug
Telephone +256-414- 696-888,256-414-696887

Appendix 7: Table for Determining Sample Size

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

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

Source: Krejcie & Morgan, 1970