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

By

Margaret Basaza

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School of Business and Management

Supervisor

Dennis K. Omvia

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APPROVAL

This work has been done under my supervision as the student's supervisor and submitted with my approval.

Signature

……………………………………. Date: ……………………………

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ACRONYMS

AHSPR:	Annual Health Sector performance report
ECD:	Evaluation Capacity Development
HRM:	Human Resource Management
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 Systems
PSMWG:	Public sector management working group
RBB:	Results based budgeting
UTAMU:	Uganda Technology and Management University
UBOS:	Uganda Bureau of statistics
UDHS:	Uganda Demographic Health Survey

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study will seek to analyze the factors affecting the performance of employees at the Ministry of Health Headquarters (MOH), Kampala, Uganda. The independent variables (factors) to be examined will include working conditions, monitoring and evaluation system, monitoring and evaluation capacity development. Performance as the dependent variable will be measured in terms of efficiency, effectiveness, productivity and timeliness. Besides introduction of the study, this chapter presents the background to the study, statement of the problem, general objectives, objectives of the study, research questions, hypotheses, conceptual framework, significance, justification, scope, and operational definitions of terms and concepts.

1.2 Background of the study

1.2.1. Historical background

Measuring employees' performance in both the 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 centers 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 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 millennium development goals, that financing approaches are critical for the performance of any health sector and for achieving universal coverage. Consequently, many low income countries, including Kenya, are considering how to reform their health financing systems in a way that promotes equity and efficiency among the employees performance (Freedman P, Waldman J, de Pinho H, Chowdury M, Rosenfield A. 2005).

In Uganda, human resource management challenges have been reported among these challenges is 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 (Health Management Information Systems report 2008) to report performance.

1.2.2 Theoretical background

According to Herzberg's two factor theory of motivation, employee motivators (e.g. challenging work, recognition, responsibility) give positive satisfaction, and hygiene factors (e.g. 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) and also on the ways 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. This encompasses more than just having sufficient equipment and supplies. It also includes systems issues, such as decision-making and information-exchange processes, and capacity issues such as workload, support services and infrastructure (Potter & Brough, 2004).

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, p. 10).

There are various theories on the issue of motivation and employee performance. Popular among these theories are Douglas McGregor 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.

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. Public sector can be defined as part of the economy concerned with providing basic government services. The public sector might provide services that non-payer 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), and services that encourage equal opportunity, planning, organization, and delivery of health services in public sector must reflect an added sense of urgency.' (P.A. Motsoaledi, Minister of Health, NDOH Strategic Plan 2010/11 –2012/13:4) 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 Kenyan context argues that an efficient, motivated and well trained civil service is expected to be one of the major foundations of a country. In Uganda's case, performance of Ministry of Health staff has been reported to be below expectation.

In Kenya, report on employee's performance indicates that, performance is below expectations as often highlighted in many dailies and other publications. Literature reviewed revealed that there are several factors that can contribute to poor staff performance. This stimulated the researcher's interest to venture into the area of civil servants' performance targeting the Ministry of Health staff.

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 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 0.42 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 the user fees, increasing output of ambulatory services, out-patient attendances and immunization. This is on the understanding that these reforms would create the right individual and organizational incentives for improving health systems performance (Ssengooba et al, 2007). The reforms have as evidenced by statistics for key in-patient services 1: 20,000 (UBOS, 2006) 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. C 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 A, Hornby P 2002) . These studies have 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). As such the Ministry is faced by a series of factors limiting its employee performance, ranging from working conditions, monitoring and evaluation system, monitoring and evaluation capacity Development. There are no elaborate studies on assessment of the factors affecting performance of employees at the Ministry of Health Headquarters Kampala**.**

1.4 General objective of the study

This study attempts to assess the factors affecting performance of employees at the Ministry of Health Headquarters Kampala, Uganda

1.5 Specific objectives of the study

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

ii. To establish how monitoring and evaluation systems affect performance of employees at MOH headquarters in Kampala, Uganda.

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

1.6 Research questions

i. How do working conditions affect performance of employees at MOH headquarters?

ii. How does monitoring and evaluation system affect performance of employees at MOH headquarters?

iii. How does monitoring and evaluation capacity development affect employee performance at MOH headquarters?

1.7 Hypotheses of the Study

i. There is a positive relationship between working conditions and performance of employees.

ii. Monitoring and Evaluation system has a positive influence on performance of employees

iii. Monitoring and Evaluation Capacity development has a significant positive influence on performance of employees

1.8 Conceptual framework

Figure 1: Conceptual framework

Factors affecting performance of employees

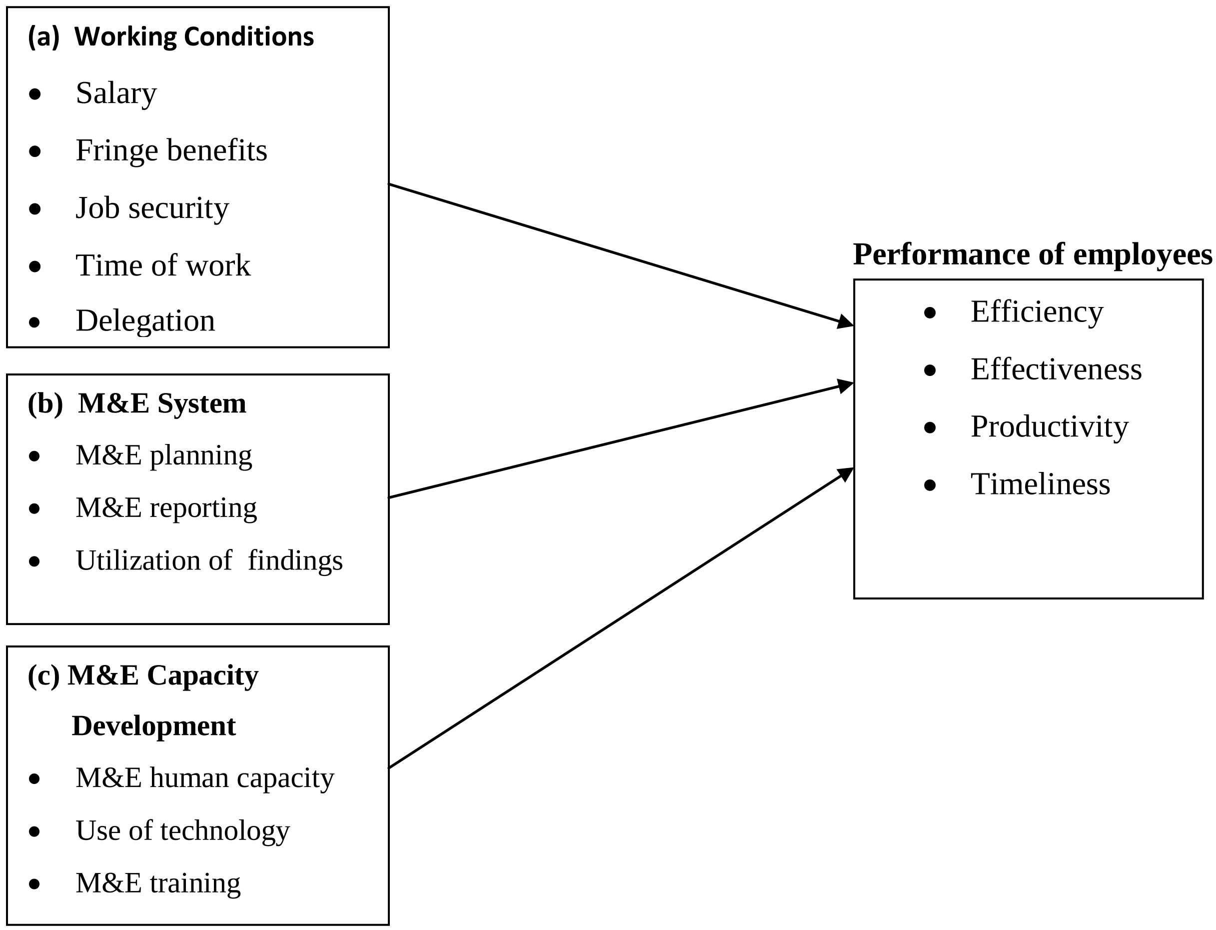

Figure: 1.1 *Conceptual framework for the study to examine factors affecting employees performance: Adopted with modification from Turnock and Handler (1991)*

A conceptual framework refers to interlinked concepts that together provide a comprehensive understanding of a phenomenon or phenomena. The above conceptual framework presents factors affecting performance of employees as the independent variable with three dimensions: working conditions, monitoring and evaluation system, monitoring and evaluation capacity development. Performance on the other hand is presented as the dependent variable which is measured in terms of efficiency, effectiveness, productivity and timeliness.

Behavior is seen as a crucial intermediate between attitudes and performance in the human resource management (HRM) literature but has been underexposed within the public management literature (Boselie, Dietz, & Boon, 2005; Wright & Nishii, 2006). What performance, and performance-related behavior, 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) therefore 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 behaviors relevant to all those dimensions to perform well. In references to public employees, scholars have argued that multiple types of performance-related behavior are expected of them (Jorgensen & Bozeman, 2007; Moynihan et al., 2011).

1.9 Significance of the study

The study will be used as a baseline for future researchers and other research users who may venture into a similar area of assessing the ‘‘Factors Affecting the Performance of Employees in Public Sector in Uganda”. The findings will provide up to date information for academicians, policy makers, social workers and researchers for better policies and could influence improvement of service delivery in the health sector in countries with similar settings. Besides the study will help the researcher fulfill one of the requirements for the award of a Masters 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 country wide, 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 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 is easy for the researcher to gain access to records and key informants.

1.11 Scope of the study

1.11.1 Geographical scope

The study will be conducted at the Ministry of Health headquarters, Kampala Capital City Authority, Uganda.

1.11.2 Content scope

This study will explore 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, Uganda.

1.11.3 Time scope

The study will cover the period of three years from 2012 to 2014 where performance was reported to be declining according to the Ministry of Health Annual Health Sector Performance Report 2013/14 MOH, 2014.

1.12 Operation definition of terms and concepts

For the purpose of the study the following terms and concepts are defined as below:

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:	This is carrying out a project/intervention effectively and efficiently and boosting accountability to beneficiaries, donors and other stakeholders.
Evaluation Capacity development:	Efforts undertaken to strengthen related systems of management, 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. It examines factors affecting performance of employees at the Ministry of Health headquarters Kampala. This chapter is organized under seven sub-sections: theoretical review, concepts of independent and dependent variables, factors affecting performance of employees, monitoring and evaluation system, monitoring evaluation and capacity development, empirical studies and summary of literature review.

2.2 Theoretical review

This study will be steered mainly by Herzberg's two factor theory of motivation where by 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, 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) and also on the ways 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 systems 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 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. In addition McGregor mentions the equity theory which explains motivation in terms of trying to be like the Jones' - 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 The Concepts of the independent and depended variables

Factors affecting employees' performance (salary, fringe benefits, job security, time of work, delegation) are the independent variables while the performance of employees becomes the dependent variable (efficiency, effectiveness, productivity, timeliness).

2.3.1 The concept of performance of employees and factors affecting performance

A principal focus of many reforms aimed at improving service delivery is therefore 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 in psychology and in economics also point out potential relationship between measures of non-cognitive traits, employee performance, and reactions to changes in incentives. For example, Heckman et al. (2006) and that standardized adolescent measures of locus control and self-esteem (traits related to neuroticism, one of the Big Five personality traits) predict adult earnings to a similar degree as cognitive ability. Specific to the Big Five personality index, Nyhus and Pons (2005) 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 and 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, Johnson et al. (1985) and that shareholder wealth is positively correlated with measures of arm's executive's 'talents' and 'decision-making responsibility.

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). Second, 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 and Saccuzzo, 1997), through offering more attractive jobs (Dal B o 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.

2.4 Factors affecting performance of employees

2.4.1 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 Human Resource Management leads to a human resources management 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 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 Small and Medium Enterprises (SMEs), in the developing world that “quiet life” preferences and orientations towards the firm that prioritize direct control are also important considerations (Bandiera et el, 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 showed 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 the 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.

2.4.2 Remuneration of employees

Remuneration has a significant impact on workers attitude and performance in an organization because it is the most effective motivational technique. Good remuneration improves productivity, while poor remuneration affects productivity adversely. However, the general problem of monetary remuneration is that they are expert in the short run but not necessarily cost effect. On the other hand, monetary remuneration can motivate workers depending on his or her needs for money. Individual behaviour and consequently performance in an organization is related to remuneration. This is because people come to work in order to excel or to succeed in competitive situation. As such, individuals with high needs for achievement have intense desire for success and equally intense fear of failure. As individuals, they like to see challenges set moderately difficult talk (but not impossible goal) for themselves, take realistic approach to risk, prefer to assume personal responsibilities to get the job done like specific and prompt feedback on how they are performing and likeness to work for long hours (Alfred, 1987).Once installed in a position in government service a worker would then be compensated in terms of seniority. This system of compensation, the use of service incremental salary scales, more or less guaranteed government workers wage increases at specified times during their tenure in their position. Often such raises were annual, and were automatic based on seniority. Further, workers in the public sector in many countries were (and remain) hard to terminate from a position regardless of performance. This has led to "public perceptions of civil servants as under-worked and overpaid." (OECD in a Policy Brief May 2005)

In 2001 Hungary enacted a law calling for the assessment of all full-time civil servants. There are three layers to the assessment. On the top layer is a definition of the goals of each unit of the civil service, set by ministers and heads of public service bodies. The next layer is a definition of personal criteria. That is, each civil servant is given objectives within the framework established by the first layer for the unit in which he or she works. The final layer is a written evaluation of each individual by his or her supervisor. That is, this is an assessment of how that individual performed against the objectives. The civil servant then may have his or her pay increased or decreased within a range of +30% to –20% based on the evaluation (Sigma Update, May 2005).

The main perceived advantage of a pay-for-performance scheme in the public sector is that some form of performance-based remuneration will increase productivity and cost-effectiveness. That is, that a pay-for-performance scheme will result in better performance by employees. Further, it is believed, such schemes will allow managers to weed out less effective employees, or at least reward them less than their more effective and productive counterparts (OECD Policy Brief, May 2005).The institution of pay-for-performance schemes allows governments to state that in fact public sector employees are now being paid for the work that they do, not the time they spend on the job, and are rewarded strictly in terms of how they perform on the job (Policy Brief, May 2005).

2.4.3 Job security

Initial studies along these lines suggest that full-time employees react negatively to blended workforces. Davis-Blake, Broschak, and George (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.

Sanderson, Harshak and Blain (2009) in their study they found 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) found that in those instances where perceptions of job security are not aligned with reality, this is particularly disadvantageous for the organization. Public sector organizations are often criticized for providing too much job security and failing to address underperformance. 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) because 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 do not worry about their future, contributes to maintaining labor peace, increasing organizations' productivity and protecting social balance and values. For this very reason, in order not to cause

2.5 Salary

David Marsden and Ray Richardson (2012) recently underlined this, and gave an insight into some of the accompanying reasoning of the present Government on this issue; in his reply to a

Parliamentary question (24.7.91). He noted that: - "It is important that pay systems in the public sector should make 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. The Government now wants to introduce more flexible pay regimes for the Civil Service, both nationally and locally. The new pay systems 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 the Government has concluded that the (existing pay) agreements as they stand do not provide a framework that is fully capable of meeting the needs of the Nineties. I therefore propose 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 will be an important means of securing the objective of improving the quality of public services, which is at the heart of the Citizens' Charter Programme. Over time, performance will come to determine a larger proportion of the pay bill without performance pay becoming a disguised way of providing unacceptably high increases in the pay bill". 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 and Richardson 2012)

2.6 Fringe benefits

Clearly, measuring the effect that ignoring fringe benefits has on estimates of labor 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 (e.g., Goldstein and Pauly 2006). A recent survey of health care coverage (Taylor and Lawson 2011) does contain the requisite demographic data but does not include information on the employer's payments for health insurance or other fringes. Data sets with both employee characteristics and employer fringe benefit payments can be constructed by linking data from separate employer and employee surveys (e.g., Smeeding, this volume). By using means, however, we lose the data on individual characteristics which would allow us to hold productivity constant.

2.7 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 behavior 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 two terms are somewhat different. Performance management is action, based on performance measures and reporting, which results in improvements in behavior, 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).

2.8 Delegation

Wang et al. (2008), attempts 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, we argue 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.

Managers that 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 and Scandura, 2006). Following previous theory and research findings we also expect to find a positive relationship between delegation and quality LMX.

2.9 Monitoring and evaluation system

Medlin (2013) asserts that the Zimbabwean 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 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 aiming 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.

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 don't.

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 productivity. De Nisis and Pritchard (2006) aver that attitudes toward performance management affect the performance of employees in organizations. Matiza (2001) submits that performance appraisal is viewed with mixed feelings in Zimbabwe, 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. There should be a win-win situation between the employer and employees. Organizations are therefore, called upon to make sure that employees' benefits are tied to performance and the system has to be regarded as fair and just by the employees.

The 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. However, 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), Local Government Act (1997), Uganda Bureau of Statistics Act (1998), Budget Act (2001), National Planning Authority Act (2002), Public Finance and Accountability Act (2003),and the National Audit Act (2008).

2.10 Monitoring, evaluation and capacity development

Kusek, and Rist (2004) asserts 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. M&E should provide the analysis and evidence to do the trade-offs between various alternative strategies, M&E planning, reporting of public employees. The information gathered should be 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 that 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), is supported by institutions such as 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).

Ministry of Finance, Planning and Economic Development -MOPED (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. If individual abilities do not fit into the patterns and processes of decision making, the skills acquired from training may be unused.

Theories of change do not need to be very complex, and indeed from the M&E point of view they should not be. However, in their review of development literature on the M&E of capacity building, Ortiz and Taylor (2008, p24) 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." 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.

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 won't help if what's 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 training's offered these days it is really hard to know which are the best quality and recommended by organizations.

Erik Erikson's Psychosocial (Life Stages 2004-13) 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.

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.

2.11 Empirical studies

The use of performance incentives dates back to the era of 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 (Behn, 1995; Reilly, 2003). This may have been occasioned by the fact that the goals of the public sector is 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. Ngufor 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 developed a laissez faire attitude to their work resulting in reduction of consultation times and absenteeism. Similarly, workers in Zimbabwe 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.

Ministry of Finance, Planning and Economic Development (MoFPED, 2010) Internal and external forces are reinforcing the push for the public sector to perform more effectively, exhibit better management practices and focus on and to deliver results with emphasis on the centrality of the citizen or customer and accountability for results. 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. The public sector is characterized by weak performance and accountability and often remains inefficient and overextended. There is a duplication of functions and procedures and organizational compartmentalization. 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 (NDS) 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. The outcome of such coordination should be seen as a "positive sum-game" whereby stakeholders.

2.12 Synthesis of the literature review

Employee performance is one of the biggest 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, the researcher identified major gaps from the studies that showed a few authors have had little studies in this area of assessing factors affecting performance of employees in the public sector especially in the area regarding establishment of Monitoring and evaluation system, Evaluation capacity development. Monitoring and evaluation systems and evaluation capacity development have been ignored or given less attention in that they have been left for Non-government organization 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 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 current researcher finds it suitable to investigate the relationship between factors and employee performance at the Ministry of health headquarters Kampala.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

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 shall be a mixed methods study design employing both qualitative and quantitative designs.

3.2 Research design

The study shall employ a cross sectional descriptive research design where both qualitative and quantitative methods will be used depending on the existing information from other researchers and publications. For quantitative methodology the researcher shall employ cross-sectional study in that the respondents shall be from different departments during data collection, in case the data is disputed by the supervisor, the researcher will have to replicate the findings by going back to the field for the same study in the same area.

3.3 Study population

Ministry of Health headquarters in Kampala is comprised of various departments such as 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 will target various staff under the above departments which include, Directors, Commissioners, Assistant Commissioners, Programme managers, Trainers, Accountants, Planners, Human Resource Officers, Economists, IT and other support staffs to assess their performance not excluding gender factor. A total of 112 employees will be selected for the study to represent the employee's 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 the existing gap, Krejcie & 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
Commissioners	10	7	Purposive
Assistant Commissioners	20	15	Simple random
Programme managers	22	19	Simple random
Economists and Planners	10	7	Stratified
Other mid-level managers	20	15	Stratified
HR officers	7	4	Purposive
Accountants	10	7	Purposive
Support staff (drivers, office attendants)	45	36	Simple random
Total	**148**	**112**	

Random sampling techniques will be employed as quantitative method of data collection in that simple random will be employed because once the respondent has been selected he /she will have a zero chance of being selected again.

The study will involve a sample size total of 112 people who will be interviewed while in qualitative study the researcher will use purposive sampling method to gather information from the respondents. Purposive sampling will be used so as to take care of various units within Departments in the Ministry of Health.

3.5 Sampling techniques and procedure

Purposive sampling will involve identifying and selecting individuals or groups of individuals that are knowledgeable about or experienced with a phenomenon of interest (Cresswell and Plano Clark 2011). The researcher will select 4 Directors, 10 Commissioners and the 7 HR staff

Simple random sampling is a strategy that adds credibility to a sample when the potential purposeful sample is larger than one can handle where by it uses small sample sizes, thus the goal is credibility, not representativeness or the ability to generalize (Patton, 2001). This sample will be used to select (20) Assistant Commissioner, (22) Programme Managers and (45) support staffs. The researcher will use this sampling technique because each member in this population has an equal chance of being included in the sample.

Stratified sampling is a sample that focuses on characteristics of particular subgroups of interest and facilitates comparisons. The samples will be taken within samples, except the sample size was typically much smaller and "stratified" a sample based on a characteristic (Patton, 2001). This sample will be used to select the (10) Economists and (20) other Mid- Level Managers because they will enable the researcher to determine desired levels of sampling precision for each group, and provide administrative efficiency.

3.6 Data collection methods

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

3.6.1 Key informants interview

Interviews will be conducted face-to-face from selected key informants such as the Directors, HR officers and the Commissioners . They will range from in-depth, semi-structured to unstructured depending on the information being sought.

3.6.2 Survey

A survey is a research method for collecting information from a selected group of people using standardized questionnaires or interviews. Surveys also require selecting populations for inclusion, pre-testing instruments, determining delivery methods, ensuring validity, and analyzing results. In continuous quality improvement, surveys help to identify customer expectations, measure satisfaction levels, and determine specific areas for improvement.

3.6.3 Document review

The researcher will review documents which may include library-based documents, computer-based documents, and historical archives. As for the sources of the documents, they can be from government surveys, government legislations; historical records and media documents such as newspapers, magazines articles, Television and radio programs; or sometimes personal documents such as diaries and photographs.

3.7 Data ccollection 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). This questionnaire will be developed following recommended guidelines by various scholars that include Kothari (2005) and this will be in line with the objectives of the study.

3.7.2 Key informants Guide

An interview guide is a set of questions that the researcher asks during the interview (McNamara, 2009). The researcher will design an interview guide which will be used during the interview of the key respondents at the Ministry. The researcher will pose questions to lead the respondents towards giving data to meet the objectives of the study and probe the respondents in order to seek clarification about responses provided. A structured interview guide will be used for the top management (Directors and Commissioners) to stimulate them into detailed discussion of factors that affect employee performance at Ministry of Health head quarters.

3.8 Quality control

Two key issues shall be addressed: validity and reliability

3.8.1 Validity

Validity is defined as the extent to which the instrument measures what it purports to measure. For example, a test that is used to screen applicants for a job is valid if its scores are directly related to future job performance (J. Miller.n.d 2000). Quality control purposes, a pre-test of the research instrument to test its validity and reliability will be carried out. In terms of validity the questionnaire will be checked for consistency basing on Cronbach's alpha. A total of 15

respondents from Ministry of Health headquarters shall be used to pre-test the data collection instruments who shall not part of the study sample. The findings of the study, lessons learnt and shall be incorporated in the questionnaire and used to re-design and improve the data collection instruments.

3.8.2 Reliability

Reliability is defined as the extent to which a questionnaire, test, observation or any measurement procedure produces the same results on repeated trials. In short, it is the stability or consistency of scores over time or across raters on the public service employee performance (Miller.n.d 2000).

3.9 Data analysis

In data analysis the researcher shall present findings in form of frequency tables, graphs that shall indicate the factors affecting the performance of employees at the Ministry of health headquarters in Kampala, Uganda. Computer package of SPSS shall be used to show the correlation of co efficiencies using Spearman's and Pearson's rank, and then determine the degrees of significance using T-test on employees' performance.

3.10 Data processing

The data will undergo the following processes:

Editing: Immediately after the data has been collected, questionnaires shall be checked for completeness and accuracy. This will be the first stage of data processing and it will involve thorough checking of all the interview schedules, questionnaires.

Coding: The study questionnaire answers will be assigned codes given key themes. This will help in the process and analyzing of the data.

3.11 Ethical consideration

Based on ethical issues pointed out by Callahan (1998) the researcher shall consider the following ethical issues:

- Ethical clearance from UTAMU and Uganda National Council for Science and Technology (UNCST).
- Interviewees shall be informed that the study is part of the researcher's Masters degree assignment and results may be used by the Ministry of Health officials and Public Service to improve on the workers performance.
- The researcher will obtain informed consent from each research participant. This will be obtained in writing after the participant has the opportunity to carefully consider the risks, benefits and to ask any pertinent question. Informed consent will be seen as an ongoing process, not a singular event or a mere formality.
- The researcher will enumerate on how privacy and confidentiality concerns will be approached and will also be sensitive to not only how information is protected from unauthorized access, but also if and how participants will be notified of any unforeseen findings from the research that they are not meant to know. The data collected shall be kept on a personal computer with a pass word only accessible by the researcher.
- The interviewees shall be informed that they are free to leave any time they deem fit even in the middle of the interview if they so wish.

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APPENDICES

Appendix 1: Work plan and Budget

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 2: QUESTIONNAIRE

Title: "Factors affecting the performance of employees at Ministry of Health headquarters in Kampala, Uganda"

Dear Respondent,

I am a student of 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 key 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

Student

SECTION A:

SOCIO-DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Please tick or Circle the appropriate number

1. What is your gender?
   i) Female ☐
   ii) Male ☐

2. What is your age group?
   i) 25 - 31yrs ☐
   ii) 32 – 38yrs ☐
   iii) 39 – 45yrs ☐
   iv) 46+ ☐

3. What is your marital status?
   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) P&D

ii) HRM

iii) Clinical Services

iv) F&A

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) Others 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	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 they are busy.	1	2	3	4
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	1	2	3	4
	Section C: Monitoring and evaluation systems	1	2	3	4
13.	The Ministry of health headquarters has a functional M & E 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.	M & E results are disseminated to stake holders on time	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 performers during every appraisal.	1	2	3	4
19.	The management committee is performance oriented.	1	2	3	4
20.	Promotions are based on the employee's performances.	1	2	3	4
21.	Information on appraisal is considered as 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	1	2	3	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 target.	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.	Appraisal is done after every training and workshop.	1	2	3	4
32.	Employees acquire experience during trainings and workshops.	1	2	3	4
33.	Management promotes skill development appraisals.	1	2	3	4
34.	The human resource management has been a key player in skills and appraisal management.	1	2	3	4
35.	Monitoring and evaluation capacity development affects employee performance in the Ministry of health.	1	2	3	4
	Section E: Performance	1	2	3	4
36	I complete all tasks given to me on time	1	2	3	4
37	I enjoy working beyond normal working hours to complete my tasks	1	2	3	4
39	The degree to which I work meets the clients satisfaction	1	2	3	4
40	I always met the daily targets as per work schedule	1	2	3	4
41	I enjoy representing my supervisor at meetings and workshops even when I am busy at work	1	2	3	4
42	I do my work without raising complaints to my supervisor	1	2	3	4
43	I record my daily activities in my to do list every morning	1	2	3	4

44	I have improved my performance tremendously	1	2	3	4

36. What challenges do you face in promoting capacity development among the employees in this Ministry? ……………………………………………………………………………….…

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37. What solutions have you provided to address the above challenges?

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THANK YOU.

Appendix 3: 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