

# Job satisfaction and employee performance in local government. A case study of Kyakwanzi district, Uganda.

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## Abstract

### Background:

This study was about Job Satisfaction and Employee Performance in Local Government using Kyankwanzi District by establishing the link between promotion and employee attitude, working conditions and employee attendance, the relationship with supervisor and duration in service.

### Methodology:

The researcher adopted a correlational, descriptive and cross-sectional survey design. Both qualitative and quantitative approaches were used. A sample of 63 respondents was selected using Krejcie & Morgan's (1970) table from a population of 75. The researcher employed simple random sampling, purposive sampling, quota sampling and convenience sampling to select respondents who participated in the study in order to eliminate bias. The instruments of data collection the researcher used include questionnaire, interview guide and documentary review.

### Results:

The study established that male respondents dominated the study with 70% response followed by their female counterpart who comprised of 30%. Also the findings revealed that there was a relationship between job satisfaction (independent variable) and employee attendance (dependent variable). It shows a correlation coefficient of  $r = 0.840$ .

### Conclusion:

This implies that there is a significant (0.000) positive relationship between job satisfaction and employee attendance at Kyankwanzi District Local Government.

### Recommendations:

Future studies should be centered on staff training and poor service delivery in newly elevated cities focusing on political manipulation, corruption and lack of accountability and transparency.

*Keywords:* Employee, Local Government, Job satisfaction, employee performance out put,

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## 1. Background:

Job satisfaction refers to the assessment of employees feel about their jobs. It is a critical aspect of making employees more productive, inno-

vative and committed (Ocen, Francis, & Angundaru, 2017). There are various internal and external factors that affect the workers job satisfaction. Though, similar facilities are provided to all the employees in government sector, the level of satisfaction can vary at the individual level. The scope of the present study is limited to analyzing the job satisfaction among the employees of

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Kyankwanzi district local government.

### *1.1. Historical Background of the study*

Job satisfaction refers to "feelings or affective responses to facets of the (workplace) situation" (Tizikara & Mugizi, 2017). Job satisfaction is a phenomenon best described as having both thoughts and feeling of a character and thus Brief and Weiss (2002) suggest that employee reports can be used to measure job satisfaction and the affective experiences while on the job. In other words, employee job satisfaction is the affective state of employees regarding multiple facets of their jobs so job satisfaction comprises employee feelings and actions regarding multiple aspects of the job (Musinguzi et al., 2018). The cognitive component of job satisfaction is made up of judgments and beliefs about the job whereas the affective component comprises feelings and emotions associated with the job (Msuya, 2016).

According to Armstrong (2006), he described job satisfaction as the attitude and feeling employees have towards their job. The feelings and attitudes are divided into two categories which are the positive and negative attitudes. Pleasant feelings and positive attitudes tend to show that employees are satisfied-while negative and unpleasant feelings exhibit dissatisfaction of employees (Nyamubi, 2017). Motowidlo (2003) defines job performance as the total expected value to the organization of discrete behavioral episodes that an individual carries out over a standard period of time. Usually employees who are able to perform better will have higher priority in being hired compared to those low performers. According to Pushpakumari (2008) a great effort is necessary for the employees to attain high performance in jobs. When the employees are satisfied with their jobs, they tend to be motivated, are willing to put more effort and commit more in their jobs. This then leads to the attainment of the organization's goals. In simple words, employees' job satisfaction plays an important role towards the successfulness of an organization, particularly in achieving higher level of employee's job performance. Therefore, achieving a high level of employee performance is considered the common

goal for many organizations hence the need to look for the compelling factors that lead to this performance (Kyumana, 2017).

Employee performance is a challenge in most organizations especially in the bid of adopting effective ways to motivate employees to achieve and deliver higher job performance as well as increase the organizational competitiveness (Naburi, 2017). The deteriorating level of employee performance in organizations is fast becoming a serious threat to survival of organizations which needs urgent attention. It is therefore believed that employee performance is instrumental to organizational growth and profitability hence organisational performance (Khamisa, Peltzer, Ilic, & Oldenburg, 2016)

Kyankwanzi District was originally part of Kiboga District but was carved out in 2010. The reasons given for forming the district included the long distances that residents had to travel to access district services at Kiboga district local government (Ssenyonjo, 2017).

### *1.2. Theoretical Background*

This study adopted the Locke's Value theory of 1976. This theory clarifies that the impact of the various factors of job satisfaction can be determined by how much value an organization places on its employees through factors like the manager employee relations and how much attention the organization gives when an employee faces personal challenges (Weckstén, Frick, Sjöström, & Järpe, 2016). He says, if an organization knows the value placed on each factor, the greater the shift in satisfaction changes that will be produced. This theory also advocates that if too much value is placed on a particular factor, stronger feelings of dissatisfaction will occur. Locke's theory is therefore multifaceted and greatly specific for each individual. This can be illustrated in the following example: Two employees that perform the same task at the same place of work may experience the same level of satisfaction but in totally different ways. The one employee may be strongly influenced by the physical aspects of the job whilst the other employee may be influenced by the challenge and variation inherent in the job (Ben-

Chaim, 2017). In contrast, Baron and Greenberg (2003) argue that although Locke's theory has not been extensively researched, a great amount of emphasis placed on values alludes that job satisfaction may rise from factors. This theory as well is Significant to this study as it is essential to guide in determining the factors that contribute towards the varying degrees of job satisfaction or job dissatisfaction.

### 1.3. Conceptual Perspective

The Independent Variable of this study is Job satisfaction, employee satisfaction or work satisfaction is a measure of workers' contentedness with their job, whether they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Job satisfaction can be measured in cognitive, affective, and behavioral components. Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels that he/she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual (Andrews, et al., 2010).

Job satisfaction is defined as the level of contentment employees feel with their job. This goes beyond their daily duties to cover satisfaction with team members/managers, satisfaction with organizational policies, and the impact of their job on employees' personal lives (Paais, 2020). It is a measure of workers' contentedness with their job, whether they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Job satisfaction can be measured in cognitive, affective, and behavioral components (Badrianto, 2020).

There are a lot of factors which go together to ensure high job satisfaction rates in a company. To begin with hygiene factors, good pay, work life balance, perks, leaves etc. play a very important role in making sure that the employee is content in the job (Sabuhari, 2020). Job satisfaction can be a relative term as it may depend on an individual's perception but overall job satisfaction

can be judged through various indirect parameters like productivity, attrition rate, employee feedback etc. It may also differ from industry to industry. The measurement or perception of job satisfaction may be different from IT sector when compared to manufacturing sector (Ramli, 2019).

The Dependent Variable of this study is employee performance; therefore, an employee's job performance is very vital to the organization. The development of an organization is majorly the contribution of its employee's performance (Daft and Marci, 2011). Therefore, it's important to investigate how best an employee can get satisfied with their job so as to solve service delivery problems. Otherwise unsatisfied employee cannot do the best for the organization. The ability of an organization to attain its objectives relies heavily on the productivity levels of the individual employee. Subsequently, individual employee performance is integral in attaining organization objectives Xiaojun, (2017). Employee Performance depends on the level of motivation each individual is exposed to in the organization. Job tasks that are deemed interesting motivate employees and they perform better in such jobs (Menges et al., 2017).

There is extensive empirical evidence linking intrinsic motivation to better Employee Performance among employees. Intrinsic motivation correlates with improved Employee Performance as the employees are more industrious and smarter in terms of how they handle different tasks (Menges et al., 2017). Consequently, improved productivity leads to an increase in the profitability of the organization. Employee Performance can be measured through assessment by supervisors or through objective performance data such as sales volume (Xiaojun, 2017). Measuring Employee Performance is vital as it helps determine whether the organization is utilizing fully the skills and competencies of the employees (Roberts, 2020). Employee Performance includes aspects such as core task behaviours, counter-productive behaviours and citizenship behaviours (Feldman, 2009). Core task performance defines basic duties that are required in a particular job while citizenship performance defines the extra behaviors that employees may engage in job tasks

beyond their core tasks. Citizenship performance promotes and heightens effectiveness in an organization (Ariani, 2013). On the other hand, counterproductive performance by an employee defines voluntary behaviour that can harm the status of the organization.

Banerjee and Mehta, (2016) asserts that performance levels of dissatisfied employees are poor since there is a high rate of absenteeism among such employees. Moreover, such employees are characterized by increased rate of errors in their work, poor concentration and planning. These exacerbate the negative performance of the employees in the organizations. Ng, and Feldman (2009), on the other hand, asserts that education level is negatively related with absenteeism and on-the-job substance abuse. The study recommended that organization management seek having a highly educated workforce as it correlates with better Employee Performance.

Heidemeier and Bittner (2012) assert that goal orientations in the workplace predict employee Performance. Goal orientation determines the skills acquisition for an employee which further predicts the level of Employee Performance. Skilled employees have better performance in the workplace as their levels of errors are significantly reduced. Employees who are goal-orientated in the workplace perform better in their tasks as they incorporate learning in their work and hence become better in the task performance. Subsequently, the overall Employee Performance in the organization (Mira, 2019)

## **2. Methodology:**

### ***2.1. Research design .***

The researcher used descriptive and correlation research designs. Cross sectional design was also used where data was collected from across population at one point in time. This design was cheap, less time consuming and easy data collection and analysis (Amin 2005).

### ***2.2. Population of the study .***

The study was carried out at Kyankwanzi District Local Government and the respondents were

selected from Kyankwanzi District Local Government staff that is, senior and junior staff from different departments including 10 from health department, 10 Finance department, 01 chairpersons, 29 Education department, 25 water department). An accumulative figure of targeted respondents of 75 was used as the population size.

### ***2.3. Sample size:***

Curtis teal. (2000) emphasized that a sampling strategy should: stem right from the conceptual framework; be able to generate a thorough database on the phenomena under study; allow the possibility of drawing clear inferences and credible explanations; be ethical and feasible. As seen in the table below, the researcher will conduct the study on a sample of 63 respondents (53 quantitative responses and 10 key informant interviews). The sample size determination method be guided by Krejcie & Morgan's (1970) table as cited by Kabuye, 2015.

### ***2.4. Sampling techniques :***

According to Kothari (2006) sampling as the selection of some parts of aggregate of the totality based on which judgment about the aggregate is done. The researcher employed a combination of techniques ranging from simple random sampling, purposive sampling, Quota sampling and convenience sampling to select respondents who participated in the study in order to eliminate bias.

### ***2.5. Simple random sampling:***

The process of selecting a sample that allows individual in the defined population to have an equal and independent chance of being selected for the sample. Simple random was a probability based sampling method in which every unit of the target population had an equal chance of being selected.

### ***2.6. Purposive sampling:***

Were also be used to select key informants with specific information needed for the research based on the nature of their work. Purposive sampling: the process whereby the researcher selects a sample based on experience or knowledge of the group

to be sampled called “judgment” sampling. Purposive sampling comprised of informed persons especially, Kyankwanzi political leaders, Heads of departments at the district and staff who provided data that is comprehensive enough to gain better understanding of the job satisfaction and Service Delivery in Kyankwanzi.

## **2.7. Data collection methods :**

The following data collection methods were used during the study.

Both primary and secondary data were obtained. Primary data were got directly from respondents while secondary data were got from Kyankwanzi relevant records like the job related records, Employee Performance Appraisal Reports and Human Resource Management reports among others relevant documents.

### **2.7.1. Primary data method:**

These were collected through the use of questionnaires and interview guide from valid respondents. Questionnaires were distributed to respondents who comprise of both technical staff & political leaders in at Kyankwanzi district.

### **2.7.2. Secondary data method:**

This was collected through the use of existing and published data from literature journals, newspapers, the internet and magazines will be reviewed.

### **2.7.3. Documentary review:**

This included reviewing existing literature, publications of other researchers, text books, journals and other correspondences, employee appraisal reports, performance reports, Administration department records and Papers presented in seminars were reviewed to back up primary findings.

### **2.7.4. Data collection instruments:**

The instruments of data collection the researcher used include questionnaire, interview guide and documentary review.

### **2.7.5. Self-administered questionnaires (SAQs) :**

The main data collection method instrument that was used in this study is self-administered questionnaires (SAQs) (Appendix A). The self-administered questionnaires contain questions on variables like personal profile, job satisfaction aspects and Service Delivery. The instrument was administered to valid respondents.

The questionnaires comprise of statements requiring the respondents to opt for one answer using the Linker scale (1=strongly disagree; 2=disagree; 3=Not sure; 4=Agree; and 5= Strongly Agree).

SAQs were used because of the busy schedule of respondents and this gave them time to consult their records and fill at their conveniences. The questionnaires were anonymous and it is hoped the information provided was more truthful.

Amin (2005) asserts that questionnaires are popular with researchers because information can be obtained freely, easily and the questionnaire responses are easily coded. The questionnaires enable the researcher to collect large volume of data in the shortest possible period of time since the respondents simply filled and returned them.

### **2.7.6. Interview guide :**

Amin (2005) observes that an interview is a conversation between an interviewer and interviewees with the objective of obtaining information about the prevailing situation. Face to face interviews were conducted with heads of departments and political leaders to obtain information about job satisfaction and Service Delivery in Kyankwanzi district. The interview guide contains structured questions that guide the interview. During the interviews clarifications were made of questions that will not clear and responses will be noted down.

### **2.7.7. Data processing**

Data from the filled questionnaires were compiled, sorted, classified and then entered into the Computer for analysis.

## 2.8. Data analysis techniques

Data collected from the field were analyzed using both descriptive and inferential statistics in the SPSS computer package. Tables were used in presentation of findings, while correlation analysis was used to establish the relationship between job satisfaction and Employee performance in Kyankwanzi District Local Government, Pearson analysis method was also used.

## 2.9. Ethical considerations

(i) The purpose of this research is to promote the aims of the study, such as knowledge, truth and avoidance of error. For example, prohibiting against fabrication of data, plagiarism, falsifying and code of conduct and misrepresenting the research findings. So issues to do with honesty, objectivity, confidentiality and integrity during data collection and reporting research findings were abided to by the researcher.

(ii) An introductory letter was obtained from the Dean School of Business Administration and also permission was obtained from the Administration Department at Kyankwanzi District while consent of the respondents were sought from them before administering to them the questionnaires and interview guides.

## 3. Results:

### 3.1. Background characteristics of the respondents:

The study looked at the age of the respondents, education level, the gender and marital status of the respondents.

#### 3.1.1. Age of the respondents

The age of the respondents was analyzed to find out whether it had any influence on the responses towards job satisfaction and employee performance in the Local Government. Table 4.1 gives the age distribution of the respondents.

The results (table 1) indicate that, respondents between the age of 31-40 years dominated the study (54%), followed by those between the age of 20-30 years who comprised of 27%, followed by those between 41-50 years of age who were 16%

and lastly, those in 51 years and above were 3%. Thus, the study attracted people of all different age groups.

#### 3.1.2. Education level of the respondents

The education level of the respondents that was considered for analysis included degrees, diplomas, certificates and others as shown in the table 2 below

The results indicate that, respondents with a bachelor degree dominated the study with 30% followed by those with diploma and other academic levels which comprised 24% respectively, then those with a Certificate were 16% and lastly, those with none were 6%. This data shows a good level of professional qualifications and therefore depicts good capacity of employees to articulate good performance in the Local Governments.

#### 3.1.3. Gender of the respondents

The researcher set to find out the relationship between the job satisfaction and employee performance in the Local Government. Table 4.3 gives the gender distribution of the respondents.

Regarding Gender of the respondents, the results in Table 4.3 indicate that, male respondents dominated the study with 70% responses followed by their female counterpart who comprised of 30%. The male dominance of the workforce was attributed to the fact that, most men are employed in the local government than women who most times have to take care of their families. This also implied that, it's not news that women are much less likely to get hired for jobs than men, even when the candidates have the exact same qualifications. Now, new research sheds light on why this happens.

Employers favor men not because they are prejudiced against women, but because they have the perception that men perform better on average at certain tasks, as stated by Katherine, Coffman, and Christine, all assistant professors at Harvard Business School, who teamed up with Stanford University economics professor Muriel Niederle.

#### 3.1.4. Marital status of the respondents

The study wanted to find out whether the marital status of the study respondents influenced the

Table 1: **Showing age of the respondents**

Items of analysis (Age)	Frequencies	Percentages (%)
20-30 years of age	17	27
31-40 years of age	34	54
41-50 years of age	10	16
51 and above	02	03
<b>Total</b>	<b>63</b>	<b>100</b>

Source: Primary data (2022)

Table 2: **Education level of the respondents**

Level of Education	Frequencies	Percentages (%)
None	4	6
Degree	19	30
Certificate	10	16
Diploma	15	24
Others	15	24
<b>Total</b>	<b>63</b>	<b>100</b>

Source: Primary data (2022)

Table 3: **Gender of the respondents**

Gender	Frequencies	Percentages (%)
Male	44	70
Female	19	30
<b>Total</b>	<b>63</b>	<b>100</b>

Source: Primary data (2022)

performance

Regarding marital status of the respondents, the study results in Table 4.4 indicate that, married respondents dominated the study with 46% followed by those who were Widow (27%), then those who had separated (21%) and lastly those who were single with 6%. This implies that respondent had enough experience in the field of study.

### 3.1.5. Findings on Job Satisfaction.

The interpretation of the mean range, response mode and interpretation of the results is shown in Table 5

This section represents the effects of job satisfaction on employee performance in the local government; Uganda.it entails analysis on job satis-

faction in terms of promotion opportunity, working conditions and relationship with supervisor. The variables were analysed using a scale of 1-4 where by; 1=strongly agree, 2= agree, 3=strongly disagree and 4=disagree.

### 3.1.6. Job satisfaction

This section accesses job satisfaction in terms of salary benefits, promotion, physical working conditions, recognition for good performance, the individual needs, Management, colleagues and subordinates. The mean results were presented in descriptive table showing the mean, interpretation and the ranking as in the table 4.2.1 below.

When the respondents were asked on the average interval of promotion, the result was high with mean=3.16 and ranked 2. This implies that

Table 4: Marital status of the respondents

Marital status	Frequencies	Percentages (%)
Single	4	06
Separated	13	21
Married	29	46
Widow	17	27
<b>Total</b>	<b>63</b>	<b>100</b>

Source: Primary data (2022)

Table 5: 0 interpretation of mean.

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very high
2.51-3.25	Agree	High
1.76-2.50	Disagree	Moderate

Source: Primary data (2022)

Job satisfaction is also influenced by availability of promotion opportunities in the workplace.

On whether Physical working conditions affects job satisfaction, the response was also high with a mean =3.13 and ranked 3. Workers would be more satisfied in a work environment that is free of physical dangers and inconvenience. Locke (1976) in Watkins et al (1991).

On whether recognition for good performance was implemented in the local government, the response was high with mean =3.10 and ranked 4. It implies that Recognition for good work is one of the strongest determinants of job satisfaction. The reason for this is that the individual is provided with feedback through management (tools) controls such as a Key Performance Management System. Excellent performance results are likely to provide positive rewards to the employee.

When asked whether management, colleagues & subordinates follow fair and fair and inclusive policies on job satisfaction the response was moderate with mean=2.50. This implied that some of the policies are not implemented. However, this does not apply to all individuals. Interaction with colleagues and subordinates leads to satisfaction if the individual attitudes correspond to that of the group.

### 3.1.7. Findings on Employee Performance

The variables were analysed using a scale of 1-4 whereby; 1=strongly agree, 2= agree, 3=strongly disagree and 4=disagree. The interpretation of the mean range, response mode and interpretation of the results as shown in the table 6.

This section presents the effects of employee performance in the local government; Uganda.it entails analysis on job satisfaction in terms of promotion opportunity, working conditions and relationship with supervisor.

When the respondents were asked on employee attitude, was very high with a mean =3.29 and it dominated the employee performance and ranked 1. However, on the issues of Courteous and Friendly, Consistently Meets Deadlines, Gladly Takes Responsibility, and Good Attendance and Punctuality the response was high with average of 3.15.

Therefore, Employees who do their best to be courteous and friendly to their coworkers, managers and customers make office life much more pleasant than those who seek to cause disturbances. .

Consistently Meets Deadlines; Employees who meet deadlines will also likely be well organized and responsible

Gladly Takes Responsibility; while confessing



Table 6: **Key interpretation of means**

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very high
2.51-3.25	Agree	High
1.76-2.50	Disagree	Moderate
1.00-1.75	Strongly Disagree	Lower

Source: Primary data (2022)

Table 7: **EMPLOYEE PERFORMANCE** (n=63)

EMPLOYEE PERFORMANCE	Mean	Interpretation	Rank
Employee attitude	3.29	Very High	1
Courteous and Friendly	3.18	High	2
Consistently Meets Deadlines	3.16	High	3
Gladly Takes Responsibility	3.14	High	4
Good Attendance and Punctuality	3.00	High	5
Employee attendance	3.22	High	1
Duration of service	3.17	High	2
Feature To Produce Tailored Reports To Provide Detailed Insights	3.14	High	3
Policy Compliance and Regulatory Features	3.10	High	4
Attendance Management System With Payroll Software Integration	2.99	High	5
<b>Average mean</b>	<b>3.12</b>		
<b>Overall mean</b>	<b>3.05</b>		

Source: Primary data (2022)

an error can strike fear in the hearts of employees, those who value their work and their words will take responsibility and tell you the truth. Making errors may or may not cause great problems.

As in the table, Good Attendance and Punctuality was high as one the factors of employee performance.

Being at the office and arriving on time help you know that you can trust your employee to be there each day. Employers know all too well about employees who frequently arrive late with a variety of excuses, possibly missing or at least being late for early morning meetings, so a punctual and available employee will provide peace of mind.

Lastly the researcher asked whether employees feel secure about their role on employee perfor-

mance and the study result revealed that the response was high.

Findings on correlation between working conditions and employee attendance in local governments of Uganda, a case study of Kyankwanzi District Local Government.

Based on the results of the study that the significance value of work it can be stated that the working condition of the work variable is significantly related to employee attendance.

#### 4. Discussion:

##### 4.1. Profile of the Respondent

Regarding profile of the respondents, the results indicate that, respondents between the age of 31-40 dominated the study (54%). followed by those

between the age of 20-30 years who comprised of 27%, followed by those between 41-50 years of age who were 16% and lastly, those above 51 who were 3%

Regarding level of education of the respondents, the results indicate that, respondents with a bachelor degree dominated the study with 30% followed by those with diploma and others who comprised 24% respectively, then those with a Certificate who were 16% and lastly, those with none who were 6%

Regarding Gender of the respondents, the results indicate that, male respondents dominated the study with 70% response followed by their female counterpart who comprised of 30%. This implies that, it's not news that women are much less likely to get hired for jobs than men, even when the candidates have the exact same qualifications. Now, new research sheds light on why this happens.

Regarding marital status of the respondents, the results indicate that, married respondents dominated the study with 460% followed by those were Widow (27%), then those who had separated (21%) and lastly those who were single with 6%. This implies that respondent had enough experience in the field of study.

#### *4.2. Findings on Relationship between Supervisor and supervisee of employee performance to the People; a case study of Kyankwanzi District.*

The relationship between a supervisor and a supervisee requires nurturing. If they have a hostile relationship with a lack of trust, it can affect productivity and efficiency in the workplace. Similarly, if they are too friendly and personal, it may look unprofessional and cause issues with other employees. Be sure to clarify appropriate relationships between all levels of employees in order to create an engaging environment in the workplace. Keep in mind that supervisor-supervisee relationships vary depending on the industry and culture of the company. If a supervisor and supervisee are to have a productive and successful relationship, they must feel a sense of respect for one another. This means understanding that the

other is an expert in their role and knows what they are doing. It also means giving them space to figure things out without micromanaging them.

In addition to speaking respectfully to one another and keeping decorum at work, supervisors and supervisees can show respect through simple actions. For example, complimenting each other on a job well done, bringing each other a small treat like a donut, or simply stopping by to have a friendly chat. These acts of kindness exemplify the respect supervisors and supervisees can have for each other.

Findings on Correlation between working conditions and employee attendance in Local Governments of Uganda, a case of Kyankwanzi District Local Government.

Based on the results of the study that the significance value of work it can be stated that the working condition of the work variable is significantly related to employee attendance. The correlation coefficient is 0.840, which means that the physical condition of the job is strongly related to employee attendance. While the direction of the relationship is positive because the value of work is positive, meaning that the higher the good working conditions, the higher the employee attendance. In this study, the physical condition of the work is seen from the indicators of lighting, movement space, security and the environment. The workspace is well lit, with a wide range of motion so that the process of work activities goes well. Kyankwanzi District Local Government provides security and health insurance for employees by providing protective equipment and health insurance for employees with labor social security and BPJS. There is also a health room at Kyankwanzi District Local Government.

The findings revealed the following challenges;

Lack of budget ownership within and collaboration across departments.

Department heads have substantial expertise within their own fields, but as policy challenges become more cross-functional, shared resources must be distributed across departments and inter-departmental personnel must collaborate more.

Difficulty in tracking budget revisions and accessing real-time information.

During planning and development, budgets change often as forecasts are updated, budget requests are modified, and stakeholders offer input. Tracking those changes consistently across different versions of documents and spreadsheets is difficult. Errors slow down budgeting process.

Manual data entry, adhoc calculations, and maintaining disaggregated supporting documents can lead to time-consuming errors.

Staff retirement and other turnover. As baby boomers retire, and as other staff leave and join the team, it can be difficult reconciling old and new work, especially amid an ongoing budget process.

Changing revenues and costs. Factors largely beyond government control like property valuations, consumer behavior patterns, and the economy influence revenue levels.

Unfunded retirement liabilities and changing demographics are examples of structural factors significantly impacting how governments spend.

Economic uncertainty, given economic cycles, public sector organizations must plan for revenues that may rise or decline at different paces due to future conditions.

Limited citizen engagement. Especially because they often lack experience in the public sector and finance, citizens tend to have difficulty understanding how government works.

Relations with council. Finance and budget directors sometimes cite lacking clear direction from their councils and boards, which can result in reduced alignment around a central vision or strategy and unclear performance measures.

There are different types of organizations such as public and private institutions and despite the differences in their goals; these organizations have similar methods of employee management (Brief, 1998). In general, both are defined as groups of people who work together in order to achieve certain goals. These organizations face different challenges and obstacles in conducting their work (Everett, 1995) as they play their roles in society, which result in the success or failure of the organisation. It is proposed that the success of any organisation, regardless of its social role, is related to the commitment that comes from the

employees and their job satisfaction, as a person's positive feeling of the position and acceptance of his/her work.

Individuals who are motivated to work and are influenced in a positive manner feel comfortable and happy about their jobs. Job satisfaction is not the same as motivation, but they are linked together; motivation is a factor that encourages an individual's satisfaction and acceptance of their jobs. Organizations will strive to reach higher levels of employee job satisfaction (Saari & Judge 2004). This is driven by the desire to achieve organizational goals such as profit maximization or delivery of basic services.

AL Jenaibi (2010: 60) defines job satisfaction as the enjoyable and emotional state resulting from the evaluation of one's job (Danish & Usman, 2010) or job experiences or the employee feels fulfilment and pride in achieving the organization's goals. Job satisfaction occurs when someone feels he/she has proficiency, value, and is worthy of recognition (Garces, 2006). Therefore, job satisfaction is a worker's sense of achievement and is generally noted to be directly associated to improved efficiency as well as to personal welfare (Cranny, John & Stone, 1992). Job satisfaction is the belief of the employee that he/she is doing a good job, enjoying the process, and being suitably rewarded for the effort. Job satisfaction is a measure of how happy workers are with their jobs and work environment. Keeping morale high among workers is of significant benefit to any company, as content workers will be more likely to produce better results, take fewer days off, and remain loyal to the organization. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement (Brown, 1996)

## 5. CONCLUSION

This chapter has dealt with inferential statistical analysis and interpretations. The researcher investigated the existence of an association between the task grades and the responses of the employees for questionnaire statements. This was done using a null hypothesis and the alternative

hypothesis.

In this chapter the researcher also considered the distribution of percentages and whether there was an increasing or a decreasing trend for each of the four task grades. It was necessary to calculate the chi-square statistics and the level of significance which determined whether the null hypothesis could be rejected or not. Graphical illustrations such as bar charts have been used to portray the distribution of task grades in relation to responses of the respondents.

The cross-tabulation analyses have also been used in the interpretation and analysis of data. The researcher used the term variables when referring to the row and column factors in the analysis. Cross-tabulation analysis led the researcher to conclude that the choices made by employees who responded on the questionnaire may not depend on the task grade of the respondents.

## 6. RECOMMENDATIONS

Policy dialogue can create a foundation for stronger social cohesion: Employee performance cannot be seen as an isolated realm, but rather as part of a much larger system of governance involving horizontal and vertical interactions. While decentralization processes and decentralized governance are technical processes, foremost they are political, requiring a gradual set of reforms aimed at transferring responsibilities, resources, and authority from the top to the bottom. In light of this, a fundamental element in strengthening demand for decentralized governance and enhancing service delivery is to build a shared vision for local governance that includes understanding the ways in which decentralization can help solve localized challenges and promote local economic development.

Maintain Transparency; it's important to be as transparent as possible. Otherwise, you risk having employees view the company as unfair, which can break down relations rather than build loyalty.

Offer Employee Perks; what better way to build employer-employee loyalty than to offer great perks? Consider the types of perks, such as gym

memberships, personal days, flexible scheduling, stock options, employee discounts and more, that your company is willing to invest in.

Listen to Employee Concerns; A major concern among employees is that no one ever listens to them. You can break this barrier down by providing an efficient way for employees to express concerns or share ideas.

Schedule Regular Check-Ins; The best way to find out how your employees feel about their position and work environment is to schedule regular check-ins. Yes, fitting these meetings into your already hectic schedule may be difficult, but the results will be well worth the time.

Invest in Training and Development; Investing in a training and development program for your staff is a win-win strategy. Not only will you build trust and loyalty with your team, but you will also improve the skills and abilities of your workforce.

Encourage Teamwork; When your employees feel like they are part of a team working towards a common goal, they will become more loyal not just to their team members, but to the company as a whole.

is uniformly allocated and no one is overworked. When employees' schedules align with their availability and standard hours, they will not experience workplace fatigue and distress.

An intuitive resource scheduling tool provides a birds-eye view of every resource, their present and future availability, and foresight into utilization and other metrics. Managers can leverage these features to their benefit and ensure that the workforce is optimally utilized across the organization.

Foster an inclusive team culture; when employees get a sense of belonging and feel connected to the team, they will know they are valued in the organization. If a team is working cohesively, every member is aware of the task interdependencies and how their work can impact the other's assignments. Moreover, team collaboration allows active brainstorming where everyone's opinions and perspective is given due importance.

Convey your goals to give a sense of purpose; imagine a situation where you are given an assignment to complete within a certain period with-

out being informed about its purpose. Would you want to take it forward? Certainly not. The same goes for your workforce. They will not be driven to work and execute their tasks if they don't know how it is adding value.

The onus is therefore on managers to convey the company's short-term and long-term goals with utmost clarity. The set goals and milestones give an inspirational purpose to employees to stay productive at work. They will work with all their might to execute a quality product and meet the stakeholders' expectations.

Organize rewards and recognition programs; A survey revealed that 69% of employees would stay on at the firm if there are better rewards and recognition programs. This is a clear indication that rewarding the workforce for their hard work is a direct key to boosting their morale and keeping them motivated.

Of course, anyone would want to get acknowledged when they are investing in time and efforts to help you attain your strategic goal. It gives them a reason to keep going and deliver better results next time. Thus, managers should work on organizing monthly or quarterly rewards and recognition programs. The employees who are rewarded will be more productive and the ones who aren't will work better to get recognized the next time.

Provide sufficient paid time-off and formulate a policy; Every employee needs to plug-off from work to relieve the work stress and rejuvenate themselves. Thus, employers must provide sufficient paid-time-off to the resources to help them do so and stay more productive when they return. In addition to that, the firm should have a definite leave policy in place to set some clear guidelines regarding planned and unplanned leaves. These practices will keep the employees aware of the repercussions they might face in case of prolonged absenteeism. And when they get sufficient paid-time-off, they don't see the need of taking additional ones. To make it even better, employers can arrange for yearly team retreats to facilitate the team members to have some fun-time and strengthen the team-bond. All these practices will lift up the employees' spirits and elimi-

nate the need of taking uninformed absences.

Conduct feedback session to drive individual growth; when you are embedding an employee-centric culture in your firm, you must keep in mind to take employees' feedback into consideration. If they are unhappy with certain processes or practices, or if they feel their assignments are not aligning with their professional expertise, they can convey it without guilt. In fact, this feedback can help you gauge the reasons behind their absenteeism better.

Furthermore, encouraging feedback sessions makes the employees feel heard and valued in the firm. Decision-makers get a chance to improve the process and align the projects with the individual's career plans and goals. Managers can also conduct necessary training programs to help their workforce hone their competencies and capabilities, and grow professionally.

**Start with a philosophy, vision, goals, and a strategic plan.** The budget supports what a municipality and its citizens want to accomplish now and in the future. Therefore, a successful budget process should begin with city leaders articulating a clear vision, identifying community and department goals, and undertaking a strategic plan that will help mitigate conflicting goals. While it is important for leaders to push the vision forward, it is also important for citizen input to inform and guide that vision as it develops.

**Prioritize.** Choose to focus on addressing key challenges in a given budget year. Attempting to tackle everything at once is not only inefficient, but it also commonly leads to staff burnout. Identify a focus area, and come up with a clear strategy to address it, taking care to report the results back to the community.

**Empower and foster collaboration among internal departments.** In creating a budget, it is important for all department staff to understand the vision and goals underlying it, as well as how their departments factor into achieving those goals. Garnering buy-in across departments occurs when staff at all levels are engaged from the outset of the budget planning process and when they can collaborate easily on budget requests and revisions.

**Meaningfully engage citizens and elected officials.** Budgets are more credible and receive the broadest support when citizens and elected officials have provided input throughout the planning process, are aware of major developments, and understand budget tradeoffs. Providing them with a genuine voice in the municipality's choices further strengthens trust and buy-in. To open input and feedback channels, municipalities may solicit feedback in person or online through public hearings, open houses, citizen academies, focused discussion sessions, and needs surveys. To reach a more representative cross-section of citizens, municipalities should use technology solutions whenever possible to make it more convenient for stakeholders to access information and participate on demand. Consider asking citizens the following: What core service areas are most important to you?; What should the city/county/district's top priorities be this year, and in the future?; What do you want to see more of from your local government?; What are you willing to pay more for?

**Communicate the budget broadly, simply, and clearly.**

Once teams have collaborated to plan and develop the budget, it is important to communicate it to all key stakeholders, including elected officials, department heads, staff, and citizens. Successful local government leaders communicate the same information multiple times, in multiple formats. These formats include formal budget books, press releases, public presentations, summary sheets, and social media. When possible, publish information electronically and in formats beyond PDFs, such as web-based data visualizations, info graphics, and FAQ web pages. These electronic formats make it easier to find relevant data, gain high-level takeaways, and receive quick answers to common questions.

**Use technology to reduce time spent developing the budget and to power insights.** While the time spent budgeting varies from organization to organization, it typically takes local public sector organizations between six and nine months to complete the process from initial planning to final approval. Though even the best technology solutions are not substitutes for

strategic planning and decision-making, they can help streamline budgeting by automating calculations, centralizing communications into collaborative environments, and increasing access to budget data on demand.

The local Government must create opportunities for promotion so that as employees rise within the organizational hierarchy their salaries will improve. This will reduce the salary gap between the manager and the worker. The Local Government must reduce the high stress levels that are prevalent in some departments by feeling the required vacancies of artisans and process controllers.

Local government must strengthen its capacity to develop human resource policies. Those adopted policies must be conveyed to the employees. Those policies would include grievances and disciplinary procedures in order to regulate the inherent conflict that exists in the employer or employee relationship 1) managing the budgetary demands of decreased revenues, increased service demands and the costs of unfunded state and federal mandates, 2) meeting the demands of infrastructure and its associated costs, 3) understanding and addressing barriers for shared service agreements or voluntary mergers, 4) the ongoing fiscal problems related to pensions, and 5) balancing economic opportunities with environmental risks.

The associated policy toolkit to address these challenges includes policy tools that: 1) can be easily implemented by local governments, 2) require changes to current laws/administration options but are achievable, and 3) require changes to current laws/administration options but are controversial. Many of these policy options provide increased efficiency, stability, safety, transparency, predictability and equity for local government. It should also be noted that strategies utilized for a specific challenge are sometimes utilized for other challenges.

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