



The effect of Involvement on Staff Performance in Yumbe District Local Government – Uganda

Abdul Wahid Ijosiga & Epiphany Picho Odubuker
Muni University

Abstract

The study set to determine the effect of involvement on staff performance in Yumbe District Local Government, Uganda. It adopted Cross-Sectional Correlational Survey design. The design employed both quantitative and qualitative approaches. From the sample size of 186 respondents selected, a total of 132 questionnaires were returned, 10 respondents were interviewed, representing a response rate of 76%. According to Blaikie (2009), samples with response rate above 50% are regarded as good. The researchers used both descriptive and inferential statistics to analyze the data from the questionnaires. Results revealed that involvement of staff and performance had a weak co-relation but, statistically significant (a coefficient 0.334 at 0.05 significance level), in Yumbe District Local Government in Uganda.

Keywords: Motivation, Motivational Strategies, Employee Involvement and Performance.

Introduction

Organizations that put employees first and motivate them effectively have a more dedicated and committed workforce. This in turn translates into higher employee productivity and satisfaction (Robbins 2003). One way to motivate staff is to involve them in the day to day business operations. In Uganda staff performance in local governments have become a matter of concern despite the several Public Service Reform programs implemented by the government. This study therefore investigated the relationship between involvement, as a construct of motivational strategies and staff performance. The independent variable of the study was involvement measured in terms of participative management, representative management, consultation, suggestion systems and team work while the dependent variable was staff performance measured in terms of duty attendance, meeting deadlines, accomplishment of tasks and working overtime. This paper provides an introduction to the study. It brings out the research problem and the objective of the study; it continues to present the methodology used to carry out the study, results, conclusion, recommendation and suggests area for further study.

Background to the Study

Organizations looking to enhance performance and promote productive work ethics among their employees are said to increasingly adopt efficient motivational strategies. This is so because motivation of employees both in the short and long run has significant influence on levels of employee satisfaction and productivity (Dorm N, et al 1996).

Historically, during the early parts of the 19th century, work force motivation was premised on the fact that employees were driven by the desire to earn the most money possible. The assumption was that people were being motivated to work by money, and would maximize their work output if they were rewarded with extra money for each increment of work. This made elaborate financial reward schemes to be developed across Europe (Fox, et al 1991). This situation was influenced by Taylorism.

In the early 1960s in Europe, the focus of work force motivation in the public sector was mainly from the view point of need-based theories. This indicated that public servants were mainly intrinsically motivated to perform (Monolopoulos, 2008). This perspective was premised on the research carried out in the early 1960s which associated the efforts that individuals exhibit within their working environment with the fulfillment of their need for personal achievement, affiliation and power, higher status, and worthwhile social contribution (Warner, Cummings and Guyot as cited in Monolopoulos, 2008). In that sense, motivation was seen as mainly being determined by individual characteristics such as personality, values, and reward preference (Rawls, Nelson, Perry, and Wittmer as cited in Monolopoulos 2008). In the 1980s, in order to achieve efficiency and effectiveness public sector managers had to change the approach to motivation, which mainly centered on the provision of extrinsically oriented rewards (Bourantas and Papalexandris, 1999 as cited in Monolopoulos, 2008). Research carried around this time in Greece identified the importance of monetary rewards to improve productivity (Monolopoulos, 2008).

In Asia especially in Cambodia, monetary financial rewards were adopted in form of salary Top-Ups (UNDP, 2006). Cambodia, however, later embarked on new reforms called “government’s rectangular strategy” which called for 10-15% per annum increases in civil servants salary (UNDP, 2006). In Thailand, besides pay reforms,

government also added Non-Financial Incentives (NFI) such as providing housing, and introducing a system of peer review and recognition (UNDP, 2006). On the other hand, China moved away from relying on government salaries alone and introduced the use of “red packages” (Bloom, Han and Li, as cited in UNDP report, 2006). These Red packages were gifts which were traditionally exchanged as an expression of mutual appreciation.

In Africa, motivation to enhance peak performance was initially based on monetary financial rewards such as salaries and allowances (Danish Institute for International Studies DIIS, 2007). Recent studies have, however, shown that many African counties have adopted incentive systems that address social needs (Dambisya, 2007). In Lesotho, Mozambique, Malawi and Tanzania, housing has been provided especially for Health workers, Staff transport facilities in Lesotho, Malawi and Zambia, child care facilities have been provided in Swaziland. Many African Counties have improved working conditions by offering better equipment, facilities and providing better security. Beside, most of the African counties have developed Human Resource Management Information Systems (HRIM) to provide involvement (Dambisya, 2007). All these are important motivational strategies to enhance performance. Many African counties have also adopted typical training, and career path incentives including continuing development opportunities for higher training, scholarships/bursaries, bonding agreements and research opportunities (Dambisya, 2007). This means that the incentives systems in Africa have moved from mere pay to non-pay incentives.

In Uganda, improved monetary rewards such as pay, pensions and allowances were regarded as the most motivational factor to institute peak performance as documented by Vaientine as cited in (DIIS, 2007). Recent studies, however, indicate that non-financial incentives such as job security, career prospects, improved management, appreciation of work done and improved working conditions have shaped the motivation pattern in Uganda (DIIS, 2007). Performance rewards and recognition in Uganda is now based on Non-Monetary Rewards which centers on the human need for achievement, recognition, responsibility, influence and personal growth (The Uganda Public Service Standing Orders, 2010). These rewards include, but are not limited to: word of recognition of good performance, open praise, challenging working assignments, letter of commendation, presents, mementoes, certificate of merit, concessionary trips, award of medals, cash bonuses and salary increments (The Uganda Public Service Standing Orders, 2010).

Theoretically, this study was underpinned by Reinforcement Theory developed by Skinner (1971) as cited in (Weighrich & Koontze, 2005). The theory provided an important insight in explaining the researchers’ study constructs. The theory holds that individuals can be motivated by proper design of their working environment and by praise for their good performance and that punishment for poor performance produces negative results. He therefore stated that specific goals have to be set with workers participation and assistance, prompt and regular involvement should be made to ensure performance improvement. In this study, the researchers believe that motivational strategies in form of employee involvement, when handled well, would improve staff performance in Yumbe District Local Government. The major problem with this theory is that it makes behavior to become more dependent on the re-enforcers and staff may never perform without the promise of the re-enforcers. Moreover, the theory was developed in Europe and was better in explaining the Motivational situations in Europe than in Africa. This theory, however, still provides an important insight in explaining involvement constructs.

Conceptually, in this study four were three main concepts. One of the key concepts in the study was Motivation which according Weighrich & Koontze, (2005) refers to internal and external factors stimulate desire and energy in people to be continually interested in and committed to a job, role, or subject and to exert persistent effort in attaining the organizational goal. In this study the concept motivation meant eagerness and willingness to do something without needing to be told or forced to do so. Meanwhile the other concept was motivational strategies which is related to non-cash awards which can either be tangible and are visible or intangible incentives which relates to flexible working environment. However, for the purpose of this study the researcher operationalized the concept to mean employee involvement which in this study meant a participative process that uses the entire capacity of employees and was designed to encourage increased commitment to the organization’s success. It was constructed to mean - participation in management decision making, representation in a committee, part of a team, suggestion systems and consultation. The concept performance which is the process of delivering the desired output (Ministry of Public Service, 2002). In this study staff performance included; duty attendance, meeting deadlines, accomplishment of tasks and working overtime.

Contextually, Local Governments Act, 1997, places the district council as the highest political authority within the district and has legislative and executive powers. The District Council meet several times to plan and approve government programmes in a financial year under study. The approved council plans and budget activities for the financial years are implemented by technical officers. The extent to which these plans have been achieved are assessed quarterly by the district council and annually during the annual internal and national assessment exercise with the aim of involving to staff, for better performance.

The district has three sector committees which include social sector committee for the sectors of health and education, finance, technical services and security committee for the sectors of works, engineering, technical services, finance and security and finally the production, community services and natural resource committee for the sectors of natural resources, community services and production. These committees are mandated to hold meetings at least after every two months to discuss the performance of the various sectors, assess and discuss the

plans of the sectors with the technical staffs. The recommendations of their meetings are then presented to council for adoption and approval. This is a high level involvement of both the politicians and the technical staff. Besides, it was also a mechanism of ensuring employee involvement. These were all aimed at improving staff performance.

The District Chairman is empowered under section 13 of the Local Governments Act of 1997 to oversee on behalf of the council the performance of persons appointed by the government to provide services in the district. In Yumbe District the Chairman calls quarterly meetings with the heads of departments to discuss the performance of staff under them and also assess the extent of achievement of set targets. This was also a form of employee involvement mechanism intended to boost staff performance.

The Chief Administrative Officer is the head of the public service in the District and the head of administration of the District Council (Local governments Act 1997 sec 64). This meant that the CAO was tasked with the responsibility of Human resource Management in the district. In Yumbe District, through the District Technical Planning Committee (DTPC) which involves the heads of departments, the CAO and heads of departments (HoDs) review the performance of staff and the performance of their respective departments. It was in this DTPC meetings that rewards issues were discussed and administered. The monthly DTPC meetings were a system which offer opportunity for employee involvement, aimed at increasing staff performance.

Despite all these, staff performance has still stagnated to the extent that the district got penalty in the national assessment of the performance assessment of the Local Governments, Ministries and departments in the years 2005, 2006, 2007, and remaining static in 2008 and 2009 (MoLG, Annual National Assessment Report 2007 and 2008). The implication of this was annually, the 20% reduction in the local government development grants. If this situation is left to continue, many development priorities will remain un-funded and eventually service delivery will be affected

Statement of the Problem

Organizations that put employees first and motivate them effectively have a more dedicated and committed workforce. This in turn translates into higher employee productivity and satisfaction (Robbins 2003). The government has made numerous efforts through the Ministry of Public Service (MoPS) to motivate its public servants through prompt, timely payment of salaries, duty facilitating allowances and also by creating a conducive working environment through encouraging employee involvement, recognition of outstanding performance and also providing prompt and quality involvement. Yumbe District Local Government has implemented these motivational strategies in the Standing Orders and has further instituted a mechanism of involving staff and recognizing outstanding staff performance.

Despite all these, staff performance has remained low, there is general laxity of staff to perform, and reports have not been timely produced and submitted (MoLG, Annual National Assessment Report 2007 and 2008). This has made the district not to perform well in the annual performance assessment for Local Governments (MoLG, Annual National Assessment Report 2005, 2006, 2007 and 2008). The district has persistently performed poorly as evidenced by the failure to meet all the minimum performance measurement conditions for local governments thus getting penalties in 2005, 2006, 2007, and remaining static in 2008 and 2009 (MoLG, Annual National Assessment Report 2007 and 2008). Furthermore, Yumbe District Local Government was listed as one of the worst performing local governments.

The implication of this is annually, the 20% reduction in the local government development grants. If this situation is left to continue, many development priorities will remain un-funded and eventually service delivery will be affected. The community in the district will therefore not receive the services it is suppose to. This will result into community suffrage and generate discontent.

Specific Objectives and Hypothesis

The objective of this study was to determine the effect of involvement on staff performance in Yumbe District Local Government, Uganda. It was hypothesized that involvement has effect on staff performance in Yumbe District Local Government, Uganda.

Review of Literature

Critically looking at the existing research demonstrates familiarity of the researchers with the body of existing knowledge, establishes credibility (Neuman, 2006) and above all it shows the path of prior research and how the current project is linked to it (Mwanje, 2001). This subsection presents the review of related literature on employee involvement and staff performance in Yumbe District Local Government.

Employee involvement is essential to excellent job performance and positive work attitudes. Engaged employees generally experience greater level of job performance than those who are not actively involved in the work place (Demand Media, 2011). To involve refers to the act of taking part in an activity or event or the way you take part in it (Longman dictionary for contemporary English, 1995).

Poornima (2011), in a study of Evaluation of staff involvement programmes in India found out that perception of employee involvement revealed significant positive correlations with the perceived levels of job satisfaction, job involvement, organizational commitment and performance. Abhijit S., & Debahina (2011) observed similarly

that several recent studies pointed on the Indian workforce found out that employee involvement makes the employees being more focused to helping their organization they work for achieve its goals. In yet another study of public sector employees in United Kingdom, using descriptive survey, Macleod & Clarke (2007) found out that there is significant evidence that improving employee involvement correlates with improving performance. This implies, there should have been high level of performance, if there was involvement of the employees in the district.

Gallup (2006) as cited in Macleod & Clarke (2007) in a study which examined 23,910 business units across Europe and America and compared top quartile financial performance with involvement found out that employee involvement and engagement is associated with higher customer advocacy, higher productivity and higher profitability. Another study conducted by Standard Chartered Bank (2007) as cited in Macleod & Clarke (2007) found out that the branches with high level of employee involvement experienced statistically significant increase in profit margin growth than those branches with low level of employee involvement. This finding is similar to that of Poornima (2011) in India. These findings draw curiosity as to why performance in low in Yumbe District Local Government, had there been employee involvement in the day to day function of operations in the district.

Towers Perrin (2007) as cited in Macleod & Clark (2007) further in a research carried out in Canada suggested that the link between employee involvements in performance in the public sector could translate to the public sector with trust and public confidence at the end of the chain rather than profit. In another study by the Cooperative Group in India (2006 and 2007) as cited in Macleod & Clarke (2007) on food retail stores found out that there is a direct correlation between levels of employee involvement and store business performance. This finding is similar that of Odubuker, E. P., Basheka, B., & Muhenda, M. B. (2013) whose study on employee engagement and job satisfaction in Uganda Management Institute revealed a linear relationship between employee engagement and performance in the Ugandan Institute. This emphasizes the fact that employee involvement is a major facet in enhancing performance, but it remains outstanding that some of the studies such as those by Poornima (2011), Abhijit and Debahina (2011) related employee involvement in to Organisation productivity while this study directly relates involvement to staff performance. In addition, it is only the finding by Odubuker et al, 2013, which has a similar context, otherwise, the rest have different milieu.

In any organization it is of utmost importance that employees form part of the decisions made by management that influence them personally as well as those decisions that have any influence on their daily responsibilities. Participative management empowers the employee to assume greater control of the work place by being personally and meaningfully involved above and beyond just doing assigned tasks (Kreiteiner, 1999).

Similarly, Conte and Svejnar (1990) & Cooke (1994) as cited in Sesil, (1999) in a study of the impact of employee involvement and group incentives on performance in UK High technology establishments State University of New Jersey found out that employee participation schemes had significant effects on performance. Bwaraare (2009) in a study of rewards and leadership style dimensions on productivity in Uganda private sector also found out that, participation in decision making has a positive relation with productivity. In summary the above empirical evidences are in agreement with the findings of this study. This therefore means that participative leadership encourages staff performance. Similarly, Leoni et al (2001) found out that there is significant relationship between consultation and information sharing and performance of an organization. Pickup (2010) observed that employees who are given chances to air their views in a systematic and structured way feel sense of inclusiveness and are bound to satisfy customers. The above fore running indicate glaring evidence that consultation has influence on staff performance which is consistent with the findings of this study.

Methodology

The importance of research methodology to a study cannot be under looked as it provides the philosophy or the general principles which guide the researcher's study (Dawson, 2002) and also the various sequential steps (alongside the rationale of each step) to be adopted by a researcher in studying a problem with certain objects in view (Kothari, 1999). This section, therefore, presents the overall approach to the study of employee involvement and staff performance in Yumbe District Local Government. It has addressed research design, study population, sample size and selection, sampling procedure and techniques. The section also presents methods of data collection, instruments of collecting data, data quality control and assurance. It finally presents data collection procedure and data analysis.

Research Design

This study adopted Cross –Sectional Correlational Survey design. This design was adopted because it is comparatively quick to conduct given the limited time for this study, there is also limited control effect as subjects will only participate once and the large and representative sampling enables different groups to be compared (Kompo & Tromp, 2006). This design involved gathering data or obtaining information about preference, attitudes, practices and concerns from a sample of a population at a particular time. It was a snapshot description of what was happening (Amin, 2005). This design employed both qualitative and quantitative approaches. Through these approaches, the researcher gained an insight on more understanding of the problem by intensive collection of narrative and numerical data on motivational strategies and Staff Performance from decentralized staff, teachers, and health workers in Yumbe District Local Government.

Population, Sampling Size and Sampling Techniques

The population studied included teachers, health workers and traditional civil servants. This provided a parent population of 2,027. This was, however, too large a population to be studied in the limited time and available financial resources. For purposes of this study, the researcher developed an accessible population of 360. This included 8 Heads of department, 12 sub county chiefs, 135 classroom teachers, 55 head teachers, 65 other decentralized staff, 95 health workers which represents 18% of the parent population. The study involved 186 respondents. This sample was arrived at using the statistical table by Krejcie and Morgan as stated in Amin (2005). This is shown in Table 1 below;

Table 1: Sample size and Sampling Techniques

Category	Target population	Sample size	Sampling Techniques
Heads of Departments	8	5	Purposive
Sub county chiefs	12	8	Purposive
Other Decentralized Staff	65	34	Stratified Sampling
Head Teachers	55	28	Simple random
Class room Teachers	135	70	Convenience Sampling
Health Workers	95	41	Stratified Sampling
Total	360	186	

Source: Yumbe District Staff List, Human Resource Section

Sampling Techniques and Procedure

In this study the researchers employed purposive, stratified and convenience sampling techniques to generate the sample size. Stratified sampling technique involved dividing the population into homogeneous subgroups and then taking simple random sample in each sub-group (Sekaran, 2003). This technique was employed because it helped to represent not only the overall population, but also key sub-groups of the population (Mugenda and Mugenda, 2003). It also made easy focus on important sub-population and made the researchers ignore irrelevant ones. This made the researchers to generate more representation of the population than the simple random sampling (Neuman, 2003). The technique was used to generate sample from other decentralized staff both at the Town Council and the district; two strata were generated representing senior decentralized staff (U-3 to U-1) and junior staff (U7-U4). It was also used to select sample from health workers. Two strata were also generated here representing health unit in charges and other health workers.

The researchers also used simple random sampling technique the head teachers in Yumbe District Local Government. In this technique all the 124 head teachers in the district had equal and independent chance of being selected as a member of the sample (Cohen, et al, 2000). This was equal true for each head of department.

The researchers also employed Purposive sampling technique which refers to those samples which were biased on the choice of the researchers (Kothari 1999). The researchers adopted this technique because they believed that those people had reliable information that would help to inform the study (Mugenda and Mugenda, 2003). The researchers used this technique to sample the sub-county chiefs.

Finally, the researchers used convenience sampling techniques for the classroom teachers. This method was employed because classroom teachers were spread all over the district; it was therefore expensive and time consuming to use other sampling techniques. The researchers therefore collected information from classroom teachers who were readily available to provide information (Sekaran, 2003).

Data Collection Methods

The researchers, to collect data, used Questionnaire surveys, interviews and documentary review methods.

Questionnaire survey method was used to collect quantitative data from classroom teachers, head teachers, health workers, other decentralized staff, heads of departments and the sub-county chiefs. This method involved developing a pre-formulated written set of questions to which respondents recorded their answers (Sekaran 2003). The researcher used this method because a large proportion of the respondents knew how to read and write. Besides a no bias nature from the researchers was ensured and it covered a wide area of the sample selected quickly.

The researchers also conducted face to face interviews with respondents to generate qualitative data to supplement information generated through questionnaires. The researchers had interviews with 2 heads of departments, 1 Sub County chief, 2 health workers. Other interviews were also conducted with 2 other decentralized staff and 3 head teachers. The researchers used this method because they wanted to get complete and detailed understanding of the issues from the respondents through probing and clarifications (Neuman 2006). Besides it also gave the researchers in- depth information about particular cases of interest in the study.

The researchers finally used documentary review method which involved studying relevant documents in form of reports, district technical planning committee meetings, relevant legal documents and administrative instruments issued from time to time to obtain data which could not easily be obtained through the other methods. The researchers also obtained information from journals articles, reports and thesis. These were reviewed to obtain the

needed information for this study. The method was used because the documents contained vast amount of information and provided cost effective method of gathering data (Denscombe, 2000).

Instruments of Data Collection

The researchers used three instruments to gather data in this study and this included; questionnaires, interview guides and documentary review checklist.

Questionnaires is a research instrument that gathers data over a large sample (Kompo and Tromp 2006). The researchers used questionnaire to generate information from classroom teachers, head teachers, decentralized staff, health workers, heads of departments and sub-county chiefs. The researchers selected this instrument because of the nature of confidentiality of the instrument, its time saving and above all information was collected from a large sample. The researchers developed the questionnaire on a five Likert scale. The response categories were weighed from scale 1 to 5. As recommended by Amin (2005) for its flexibility and ability to be constructed more easily than other attitude scales.

According to Kompo and Tromp (2006) interviews are questions asked orally. The researchers used an interview guide since it is flexible for measuring certain characteristics which were not possible to be measured by developing scales Kothari (1999). This instrument was applied on 2 heads of departments, 1 Sub County chief, 2 health unit in charges. Other interviews were also conducted with 2 other decentralized staff and 3 head teachers. This instrument was also used because it allowed in-depth probing and such officers easily gave their time to be interviewed than filling lengthy questionnaires.

The researchers finally used a documentary review checklist. This contained a list of all documents reviewed. Relevant documents were studied to obtain data which could not easily be obtained through the other instruments Denscombe (2000).

Data Quality Control

To control quality, the researchers attain validity and reliability coefficient of at least 0.6. Validity according to Kompo & Tromp, (2006) refers to a measure of how well a test measures what is supposed to measure. To ensure validity, the researchers subjected the instruments to three research experts to evaluate the relevance of each item in the instruments to the objective of the study and rate each item to the scale of relevant and not relevant. The researcher finally determined validity by computing the content validity index (C.V.I) which represented all questions rated relevant by the three experts divided by the total number of questions. The first expert rated the questionnaire instrument at 35, the second expert rated at 36 and the third expert rated the instrument at 34. Validity was then computed as below;

$$C.V.I = \frac{35+36+34}{3} = \frac{105}{37} = 0.95$$

The researchers considered this validity very high because according to Amin (2005) and Kathuri and Pals as cited in (Oso & Onen, 2009) for survey of this nature validity of instruments of at least 0.7 is considered to be good enough.

Reliability

According to Mugenda and Mugenda (2003) reliability refers to measure of the degree to which a research instrument yields consistent results or data after repeated trails. To ensure reliability, the researcher pretested the questionnaire instrument once on 10 people of the study population. This was intended to determine the internal consistence of the instrument. The scores obtained from the pre-test were then correlated using Cronbach's coefficient alpha since multiple response items were involved. The results are as shown in Table 2 below.

Table 2 showing Reliability Index for study variables

Variables	Reliability Index
Employee Involvement	0.672
Staff Performance	0.732
Overall Reliability	0.702

Source: primary data

The overall reliability of the instrument showed Chronbach Alpha value of 0.702. This value was considered high enough by the researchers because according to Hair et al (1998) for studies of this nature, Chronbach's Alpha value greater than 0.60 are acceptable. Also according to Cohen, et al (2000) correlations ranging from 0.60 to 0.85 make possible group predictions that are accurate enough for most purposes.

Data Analysis

Data analysis refers to examining what has been collected in a survey or experiment and making deductions and inferences. It involved uncovering underlining structures, extracting important variables, detecting any anomalies and testing any underlining assumptions (Kompo & Tromp, 2006). The researcher collected both

quantitative and qualitative data. Data was therefore analyzed in this study through quantitative and qualitative data analysis methods.

Quantitative data analysis

Quantitative data analysis consisted of measuring numerical values from which descriptions such as mean and standard deviations were made (Kompo & Tromp 2006). The researcher used both descriptive and inferential statistics to analyze the data from the questionnaires. The data from the questionnaires were sorted, coded, categorized and entered in to the computer and analyzed using the Statistical Packages for Social Scientists (SPSS) program. Under Descriptive statistics, the researcher used frequencies and percentages to summarize the information of the respondents and to describe the distribution of respondents on the variables of the study (Amin, 2005).

Inferential statistical analysis included correlation and multiple regressions, which were used to test the hypotheses. The correlation coefficient (r) was used to determine the strength of the relationship between the independent variable (IV) and the dependent variable (DV). The sign of the coefficient (positive or negative sign) was used to determine the changes in the relationship between the IV and the DV. The significance of the coefficient (p) was used to test the relationship between the independent variable and the dependent variable by comparing it to the critical significance level at 0.05. The regression coefficient (R) was used to determine the linearity of the relationship (Amin, 2005). In order to determine how much the IV contributed on the DV, the regression coefficient was squared to obtain "R Squared".

Qualitative data analysis

In this study, qualitative data analysis involved 'cleaning up' data from the interview guide, categorizing it into patterns, and then making a content analysis to determine the adequacy of the information, credibility, usefulness, and consistency (Mugenda & Mugenda, 1999).

Data Presentation, Analysis and Interpretation of Results

The researchers set out to establish how involvement affects staff performance in Yumbe District Local Government. In this section, the researchers present the findings of the study. It is divided into three parts; part one presents the response rate and the other parts present the descriptive statistics and finally the testing of hypotheses.

Response Rate

In this study, the researchers targeted to collect data from 186 respondents drawn from classroom teachers, head teachers, heads of department, health workers and the decentralized staff. The actual number of respondents who participated in the study were 132 this is as shown in Table 3 below. The researchers calculated the response rate to establish the representation of the respondents and data in the study and according to Wiseman (2002) as cited in Nalwanga (2010) response rate has to be presented in research results as it presents the validity of the study. Table 1 below shows the response rate of each category of the respondents and the overall response rate.

Table 3. Illustrating the Response Rate from the various respondents

Category Of Respondents	Sample Size (S)	Response Rate	Response %ge
Heads of Departments	5	4	80%
Sub county chiefs	8	6	75%
Other Decentralized Staff	34	30	88%
Head Teachers	28	20	71%
Class room Teachers	70	52	74%
Health Workers	40	20	50%
Over all Total	186	132	71%

Source: Primary data

Table 3 indicates that, of the 5 heads of department targeted 4 participated; of the 8 sub-county chiefs targeted 6 participated; of the 34 other decentralized staff targeted, 30 participated; of the 28 head teachers targeted, 20 participated; of the 70 class room teachers targeted, 52 participated; the 40 health workers targeted, 20 participated. The remaining participants did not participate partly because certain parts of the district (Kerwa, Midigo, and Ariwa Sub counties) were not easily accessible because of floods. This made the collection of the questionnaires from the schools and health units in those Sub-counties difficult. From the sample size of 186 respondents, a total of 132 questionnaires were returned. Ten respondents were interviewed. This presented an overall response rate of 76%. This response rate is considered excellent because according to Blaikie (2009) samples with response rate above 50% are regarded to be good enough. Amin (2005) on the other hand noted that for survey studies of this nature a response rate of 70% is considered valid. This therefore means that the findings of this research is valid.

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Empirical Findings

The researchers investigated the relationship between employee involvement and staff performance in Yumbe District Local Government. The researchers here present the descriptive statistics regarding respondents' opinion on employee involvement and staff performance as obtained from the self-administered questionnaire and interviews of key informants and also tests hypothesis to determine the relationship between the independent variable and the dependent variable. Findings are presented in Table 5, then analyzed, and interpreted accordingly.

Table 5: Showing the summary of descriptive statistics on the views of respondents on involvement

Involvement	Percentage Responses					Mean	SD
	SDA	D	N	A	SA		
I Participate in planning and implementation of activities	4.5% (6)	21.2% (28)	4.5% (6)	43.9% (58)	25.8% (34)	3.65	1.204
I am consulted frequently when taking decisions	6.8% (9)	46.4% (61)	9.8% (13)	15% (19)	22% (29)	2.69	1.640
My suggestions are considered	20.5% (27)	34.8% (46)	12% (16)	22% (29)	10.6% (14)	2.33	1.711
I represent my department in various committees	10.6% (14)	25.8% (34)	3% (4)	54.5% (72)	6.1% (8)	3.20	1.201
Decisions in my organization are taken in a team	6.1% (8)	6.1% (8)	16.7% (22)	33.3% (44)	37.9% (50)	3.91	1.156

Key: Strongly Agree (SA); Agree (A); Neutral (N); Disagree (DA); Strongly Disagree (SDA)

Source: Primary data

From Table 5 above, when respondents were asked whether they participate in planning and implementation of activities in the district, majority (69.7%) agreed that they participated in planning and implementation of activities in the district while minority (16.7%) disagreed and opined that they never participated in planning and implementation of activities; (4.5%) remained undecided. This implied that to a larger extent, there was high level of employee involvement in planning and implementation of activities in Yumbe District Local Government. This view is in tandem with interview results, especially one head teacher interviewed stated that “*when am made to participate in planning of Universal Primary Education activities (UPE) at the beginning of the academic year, I easily get aware on how implementation is undertaken*”.

Also when the respondents were asked on whether they were consulted whenever decisions were made, majority (53.2%) disagreed to have been consulted while few (37%) agreed that they were consulted; 9.8% were undecided. This implies that there is low level of staff consultation while decisions are made in Yumbe District Local Government. This finding is consistent with interview results especially one Head of department observed that “*consultation genuinely done is a life blood of an organization like Yumbe District Local Government but it is not widely done*”.

Further still when respondents were asked whether their suggestions were considered during planning and implementation of activities in the district, majority (61.8%) disagreed that their suggestions were considered whereas minority (36.4%) agreed that their suggestions were considered but (12%) respondents remained undecided. This, therefore, means that employee suggestions were not considered during planning and implementation of activities in Yumbe District Local Government. This finding is in conformity with interview results for example one health unit in charge observed that “*we make suggestions during planning and implementation of activities but our suggestions are not valued and therefore not considered, it is only when implementation is failing that our suggestions are regarded important*”.

On whether employees represent their departments in various committees’ majority (60.1%) agreed that they are serving in various committees while minority (36.4%) disagreed that they belong to any committee. Few (3%) remained non committal. This means there is representation, but the issue could be what actually happens on the ground.

Finally on whether decisions in the organization are taken in a team, majority (71.2%) agreed that team work existed in decision making in the organization while minority (12.2%) disagreed with the above; others (16.7%) remained undecided. These two views are consistent with the interview results for example one decentralized staff noted that “*there are two moments I have treasured in my working life; first, when management made me a member of five man team to resolve a dispute between, a politician and a technical staff and second, when I was made member of the training committee in the district. I have since then felt being part of the district*”.

Although the above results indicate that involvement is high in Yumbe District Local Government, the response on the last question on which the researchers sought the respondents views to provide any other valuable information to be included in the study indicated that staff involvement is done by very few supervisors and some times as a condition because the law has conditioned them to do so. There is therefore no free will to involve staff. That in itself affects the quality of employee involvement.

Test of hypothesis

The researchers set out to test the hypothesis that there is a significant relationship between involvement and staff performance. To verify this, a null hypothesis was derived as: there is no significant relationship between employee involvement and staff performance in Yumbe District Local Government.

To test the hypothesis, the researchers coded the responses of Strongly agree, Agree, Neutral, Disagree, and Strongly Disagree on a scale of 5 to 1. The researchers then generated indices to obtain mean responses and standard deviations to show the level of agreement. The degree of strength and effect of involvement (independent variable) and staff performance (dependent variable) were determined using Pearson’s correlation coefficient technique and regression analysis since they are more suitable for measuring cause-effect relationships. The results are presented in Table 6 below.

Table 6: Showing correlation between involvement and staff performance

		Involvement	Performance
Involvement	Pearson Correlation	1	.334**
	Sig. (2-tailed)		.000
	N	132	132
Performance	Pearson Correlation	.334**	1
	Sig. (2-tailed)	.000	
	N	132	132

** Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data

The results from Table 6 above indicate that involvement had a weak positive correlation with staff performance ($r=0.334$ $**P<0.05$). This supports the hypotheses that involvement has a significant effect on staff performance in Yumbe District Local Government. This implies that the more you involve staff the more staff perform well their activities. This was corroborated with the findings from the interviews where one respondent observed that “*involvement especially from the beginning of the financial year and through out the year encourages staff to perform very well because staff develop ownership of activities and they know very well that they will share success or failure of the results*”

A linear regression model was used to determine the proportion that the independent variable (employee involvement) contributes to staff performance. The results are summarized in Table 7 below.

Table 7: Significance of involvement to staff performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.968	1	6.968	16.363	.000 ^a
	Residual	55.360	130	.426		
	Total	62.328	131			
a. Predictors: (Constant), Involvement						
b. Dependent Variable: staff Performance						

Source: Primary data

The independent variable, involvement, was statistically significant in affecting staff performance, $F=16.363 (<0.05)$ as shown in Table 7 above. This implies that there is positive relationship between involvement and staff performance. The researchers therefore, accept the research (alternative) hypothesis and reject the null hypothesis. Table 8 shows the causal relationship between the variables.

Table 8: Causal relationship between involvement and staff performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.420	.318		7.607	.000
Involvement	.356	.088	.334	4.045	.000
a. Dependent Variable: Staff performance					

Source: Primary data

The regression results from the Table 8 above indicates that a unit change in involvement brings about 0.334 changes in staff performance, where by, $y=a+bx$ is equal to staff performance = $2.420+0.334$ involvement. Table 9 shows how the independent variable accounted for the dependent variable.

Table 9: Variations in staff performance caused by involvement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.334 ^a	.112	.105	.65257
a. Predictors: (Constant), Involvement				

Source: Primary data

Table 9 above indicates the model summary of the regression. It indicates R squared that tells how an independent variable explains variations in a dependent variable. It shows that Adjusted R squared is 0.105 or 10.5%. This finding implied that up to 10.5% of the variations in the dependent variable, staff performance were explained by the independent variable, involvement. This further means that other factors could explain for the remaining percentage of variation in staff performance in Yumbe District Local Government.

Discussion, Conclusion and Recommendation

The researchers set out to investigate the relationship between employee involvement and staff performance in Yumbe District Local Government. In this sub-section the researchers discussed the findings, from the discussion drew conclusion, and gave recommendation and area for further study.

The researchers set out to examine the effect of involvement on staff performance in Yumbe District Local Government. The Pearson correlation findings ($r=0.334$ $**P<0.05$) Table 9 indicated that there was a significant positive relationship between involvement and staff performance in Yumbe District Local Government. The regression model summary result (Table 9) showed that involvement adjusted R squared was 0.105 this meant that involvement explained 10.5% of the variation in staff performance in Yumbe District Local Government. Indeed this is in line with the findings from the descriptive statistic where majority (69.7%) agreed that they participate in planning and implementation of activities. This finding is consistent with the existing literature for instance Huang, Iun, & Gong (2010) and Bwaraare (2009) all found out that participative leadership was significantly correlated with task performance and organizational citizenship behavior. This therefore means that participative leadership needed to be encouraged in Yumbe District Local Government to improve staff performance.

On the other hand majority (53.2%) of the respondents disagreed to have been consulted when ever decisions were made. This meant that staff were not consulted widely when decisions were made. This probably explains why

staff performance is low in Yumbe District Local Government. This finding is in tandem with the existing literature for example Leoni et al (2001) and Pickup (2010) found out that there is significant relationship between consultation and information sharing and performance of an organization. On the other hand (61.8%) disagreed that their suggestions were sought and taken into consideration during planning and implementation of activities. Bwaraare (2009) found out that suggestions made by employees had positive relationship with employee productivity. This further was in line with the findings from the interview results for instance on respondent observed that “*genuine staff involvement to me is the engine that drives the performance of staff. But it is not handled very well this to me affects performance in the district*”. These findings are in disagreement with the MoLG (2008) harmonized hand book for planning which requires high level of community participation in the planning and budgeting process.

These findings are in tandem with the existing literature. For instance, Poornima (2011) found out that perception of employee involvement revealed significant positive correlations with the perceived levels of job satisfaction, job involvement, organizational commitment and performance. Abhijit S & Debahina (2011) observed similarly that several recent studies pointed on the Indian workforce found out that employee involvement makes the employee’s being more focused to helping their organization they work for achieve its goal. This is a clear indication that involvement has to be encouraged and enforced to realize optimal staff performance. This finding is however, contested by the response on the last question on which the researchers sought the respondents views to provide any other valuable information to be included in the study one respondent indicated that staff involvement is done by very few supervisors and some times as a condition because the law has conditioned them to do so. There is therefore no free will to involve staff in Yumbe District Local Government. However, this is a minority view that can not override the majority views above.

Conclusions

The researchers established how involvement affects staff performance in Yumbe District. From the findings presented and the discussed above, the study concludes that involvement significantly influences staff performance in Yumbe District Local Government; involvement is critical in enchanting staff performance in Yumbe District Local Government.

Recommendations

There is need for the management of Yumbe District Local Government to improve staff participation in planning and implementation through having regular meetings with all level of cadres of staff. This can further be achieved through encouraging regular departmental meetings preferably weekly, monthly and end of every quarter. Suggestion systems need to be put in place to secure the suggestion of staff. Preferably suggestion boxes have to be widely put in place in the district and the suggestions obtained should be reviewed weekly. Many staff should be made to represent their departments and the organization in various committees. This should not only be for the few heads of departments. Even junior staff should be given assignments to take charge of certain committees. This should be widely practiced and spread in the district.

Areas for further research

There is need to carry out further research on other dimensions of non financial rewards such as: training and development, opportunities for promotions and work environment Further research can also be done on the influence of financial rewards and staff performance in Yumbe District Local Government.

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