

Work Environment And Organizational Performance: A Case Of Kabale Local Government, Uganda

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Abstract

The study was about Employee's Engagement and Organizational Performance: A Case Study of Kabale Local Government with objectives of: To assess the influence of work environment on Organizational performance, Kabale Local Government, to establish the influence of development opportunities on local government organizational performance, Kabale Local Government and to investigate the management style and relationships on Organizational performance, Kabale Local Government. The study used across sectional survey, descriptive research design. This design is preferred due to the limited time of the research period. The study was based on a sample size of 169 that was drawn from a population of 308. The sample size of 169 was sufficient and this was chosen basing on the sample size determination table by Krejcie & Morgan, (1970) with a confidence interval of 95% and margin error of 0.5% to come up with a reliable sample size. Results shown that there was weak a positive relationship between employee's participation in work environment on local government ($r = 0.180$), but the relationship was significant as ($\text{sig} = 0.007$) was less than 0.01 level (2-tailed). There was a moderate positive relationship between development opportunities and Organizational performance ($r=0.544^{**}$ $\text{Sig}=0.000$). The positive relationship indicates that the two variables (development opportunities and Organizational performance) move in the same direction. The positive relationship indicates that the two variables (management style and local government employee performance in Kabale Local Government) move in the same direction. The study concluded that there is weak a positive relationship between Work Environment on Organizational performance Kabale Local Government ($r = 0.180$), but the relationship was statistically significant as ($\text{sig} = 0.007$) and this sig was less than 0.01 of the correlation sig. The researcher recommended that, Kabala District local government should advocate for setting realistic performance expectations, give autonomy to worker to make their own decisions, supervisors give timely feedback, and also proved degree of self-brief within the workers and in this there will be increase organizational performance.

Key words: work environment and organizational performance

Background of the Study

Globally, there seems to be a performance crisis in all organizational service sectors since end of world war II 1945, as there has been need to produce more for less (Musaibah et al., 2023) stated that it was clear by the 1980s that interest in Performance concept started in the corridors of governments around the world. He asserts that towards the end of the 1980s, many systems of Performance were born, adopted and

implemented at many levels of the public sector and these were traced back to the use of cost benefit analysis in the 1960s; to management by objectives (MbO) in the 1960s and 1970s; and to output budgeting in the 1960s. Most of these initiatives, however, were regarded as experimental and some were only adopted as one-off exercises (Faridah et al., 2023).

Received: 14.01.2024

Accepted: 19.01.2024

Published on: 31.01.2024

In African countries like Chad, Malawi, Guinea Bissau, Ivory Coast and Niger, The discussion about organizational performance in local governments started both as direct and indirect movement (National Development plan 2010). The role of employee's engagement programs is seen as a measure of improving local government employee capabilities that is to say when the government invests in improving the knowledge and skills of its employees (Ntirandekura & Christopher, 2022), the investment is returned in the form of more productive and effective employees (The integrated performance management frame work for Uganda public service, July 2007; Improving African public service series; No. 6, 2009) (National Development plan 2010) (Christopher, Moses, Muhindo, & Muhammad, 2022). In East African countries like Tanzania, and Kenya government organizational performance may be seen as employees' willingness and ability to help their

governments succeed, largely by providing discretionary effort on a sustainable basis and may be effected by many factors which involve both emotional and rational factors relating to work and the overall work experience (The integrated performance management frame work for Uganda public service, July 2007; Improving African public service series; No. 6, 2009) (Kazaara & Kazaara, 2023). In Uganda, numerous attempts have been engaged by various Local Governments to improve on their organizational performance towards their job so as to fix the problem of low turnover rates, strikes and low productivity as organizational performance in the local governments can have a significant influence on their performance in general (UBOS,2019). As a result, organizational performance is very crucial to the success of organizations in local government in various districts of Uganda (Christopher, Moses, Muhindo, & Muhammad, 2022).

Problem Statement

The work environment and organizational performance within the Kabale Local Government in Uganda has been identified as an area of concern that requires further exploration and research due to some perceived challenges within these domains that seem to adversely impact productivity (Isaac et al., 2023), worker satisfaction, and ultimately the overall effectiveness and success of the local government in delivering critical public services to its citizens. While the local government strives to achieve its mandate of coordinating and monitoring services, setting development policies and plans, and ensuring accountability and transparency in governance (Musaibah et al., 2023), there are indications from preliminary observations and stakeholder feedback that certain prevalent aspects of the work context and culture within Kabale may in fact hinder rather than help the organization achieve optimal levels of performance. Specifically, concerns have been raised regarding issues such as inadequate facilities and equipment, poor working conditions, insufficient guidance and leadership, lack of training and development opportunities for staff (Victoria et al., 2023), inadequate compensation and benefits, inappropriate use of available resources, unchecked bureaucracy, unaddressed employee grievances, lack of clarity in roles and responsibilities, minimal participation and inclusion of workers in decision-making, limited teamwork and collaboration, as well as general job dissatisfaction - all of which

are thought to compromise productivity, efficiency, quality of work, morale, retention of talented employees, service delivery, goal achievement, and overall organizational effectiveness over time (Ntirandekura & Christopher, 2022).

Main Objective

To determine the relationship between work environment and organizational performance with a case of kabale local government, Uganda

Methodology

The study used across sectional survey, descriptive research design. This design is preferred due to the limited time of the research period. The study adopted quantitative methods and applied questionnaire as tool to guide in detailed data collection from a large number of respondents. The mixed approach was applied in data collection. The study consisted of a population of 308. The population was made of the District Administrative heads (CAO, Deputy CAO, principal Assistant Secretary and assistant CAO), Heads of departments and other staff under different departments in the district and sub counties. The researcher believes that this category of people is knowledgeable enough representation about the area of study and are able to avail the researcher with the necessary data about the study. The study was based on a sample size of 169 that was drawn from a population of 308. The sample size of 169 was sufficient and this was chosen basing on the sample size determination table by Krejcie & Morgan, (1970) with a confidence interval of 95% and margin error of 0.5% to come up with a reliable sample size. Furthermore, Krejcie, Robert V, Morgan, & Daryle. W in their work (1970) asserts that, treat each sub group as a population and then use the table to determine the recommended sample size for each sub group. Data was analyzed inform of tables, frequencies and percentages using SPSS & STATA (Nelson et al., 2022)

Table 1 Distribution of Population and Sample Size

Category	Population	Sample size	Sample technique
CAO, Deputy CAO, Principle & Assistant CAO,	4	3	Purposive sampling
Heads of departments	8	7	Purposive sampling
other district and Sub County staff	296	155	Simple random sampling
Total	308	169	

Source; Kabale Local Government Staffing Levels, October, 2021

Probability sampling strategy was used. Probability sampling strategy was used in order to give all employees an equal opportunity of being selected as study elements. Simple random sampling was to be used to allow everyone an equal opportunity of being selected under all departments. Bagyo (2013) explain that this type of technique ensures that all the elements in the population have equal chances of being selected. This was done to eliminate bias and offer generalizability in study (Mukyala et al, 2017). The key informants were selected purposively because the researcher

Received: 14.01.2024

Accepted: 19.01.2024

Published on: 31.01.2024

believed they would contribute expert knowledge and experience in relation to the study. These included the district administrative heads and heads of departments. Purposive sampling focuses on particular characteristics of a population that are of interest which best enables the researcher to answer her research questions (Bagyo, 2013). Those people who are unsuitable for the sampling study or who do not fit the bill are always eliminated, so only the most suitable candidates remain.

This method involved collecting data through the use of questionnaires. Questionnaires are self-administered questions that were distributed to the respondents personally by the researcher for and they consisted of both close-ended and open-ended questions. Mugenda and Mugenda (2005) describe open ended questionnaires as those with questions which give the respondent complete freedom of response. Such questions permitted an individual to respond in his or her own words. Close ended questionnaires had questions that were accompanied by a list of possible alternatives from which respondents selected the answer that best describe their situation. This method was chosen by the researcher because it granted her the opportunity to collect a lot of information from several respondents at the same time and it is also time effective. Quantitative data analysis involved use of both descriptive and inferential statistics in the Statistical Package for Social Scientists (SPSS)(Nelson et al., 2022). Descriptive statistics entailed determination of measures of central tendency such as mean, mode, median; measures of dispersion such as range, variance, standard deviation; frequency distributions; and percentages. Data was processed by editing, coding, entering, and then presented in comprehensive tables showing the responses of each category of variables. Inferential statistics included correlation analysis using a correlation coefficient and regression analysis using a regression coefficient in order to answer the research questions. A bivariate analysis was used to measure the strengths of association between variables. Pearson's correlation coefficients were subjected to measure the linear correlation (dependence) between two variables of employee's participation and local government employee's performance. A simple regression analysis was used to confirm whether the relationship was predictive or not.

RESULTS

Table 1: Descriptive Statistics on the Influence of Work Environment on Organizational performance, Kabale Local Government

Statements	1 %	2 %	3 %	4 %	5 %	Mean	Std. Dev.
As an employee in Kabale Local Government I feel respected	11.8%	11.4%	1.8%	36.8%	38.2%	3.78	1.371
Employees in Kabale Local Government are valued	9.5%	12.7%	2.8%	46.8%	28.2%	3.71	1.266
I experience work-life balance in Kabale Local Government	5.5%	10.0%	15.9%	45.9%	22.7%	3.70	1.093
There is a reward/ recognition system for good performance in Kabale Local Government	10.5%	10.9%	11.4%	32.3%	35.0%	3.70	1.327
Good Internal Communication in Kabale Local Government is very clear	15.0%	11.8%	23.2%	31.4%	18.6%	3.27	1.309
Kabale Local Government of reputation and high Integrity	10.6%	19.5%	11.4%	29.5%	29.5%	3.49	1.357
As an employee in Kabale Local Government I feel respected	16.8%	12.7%	12.3%	32.3%	25.9%	3.38	1.423
The modality/protocol for communication is known by all project team members	18.6%	14.2%	10.0%	28.6%	28.6%	3.35	1.486
N=165						3.70	1.354

Source: Primary data, 2022

Majority of respondents agreed that as an employee in Kabale Local Government feel respected whereby 38.2% strongly agreed with the statement, 36.8% agreed, 11.4% disagreed, 11.8% strongly disagreed, and 1.8% were not sure (Paul & Kazaara, 2023). The Mean score of 3.78 and standard deviation of 1.371 implies that Project scope is well managed in Kabale Local Government there was wider dispersion of views. These findings are in line with Robb, (2014) who asserts that drivers of employee participation in work environment is associated with a number of “best practice” employee’s participation in Organizational performance, including possessing an adequate emergency fund, Organizational performance credit reports, avoiding checking account overdrafts, avoiding revolving debt, owning a dedicated retirement account, and having insurance protection (Ntirandekura et al., 2022).

Received: 14.01.2024

Accepted: 19.01.2024

Published on: 31.01.2024

Employees in Kabale Local Government are valued where majority of the respondents 46.8% agreed, 28.2% strongly agreed, 2.8% disagreed, 12.7% strongly disagreed while 2.8% were not sure. A mean score of 3.71 and standard deviation of 1.266 implied that respondents averagely agree that Kabala District schedules are very clear and well formulated. Though there was narrow dispersion of views since standard deviation 1.266 is less than average 1.309. These findings are in line with Lusardi and Michell (2014) proposed that organizational performance participation is needed to have a very clear and well formulated schedule (Moses et al., 2023). A few other researchers have attempted to show the relationship between organizational performance participation in work environment on local government. On whether I experience work-life balance in Kabale Local Government ” majority 45.9% agreed, 22.7% strongly agreed, 5.5% strongly disagreed, 10.0% disagreed and 15.9% were not sure with the statement. Amen score of 3.70 and standard deviation =1.093. This implied that Cost are well estimated and usage is within the plan baseline since majority 45.9% agreed even though there was narrow dispersion of views by respondents. (Alex & Kazaara, 2023) evaluated drivers of employee participation with focus on drivers of employee participation in work environment and skills and found that most of these Projects have low drivers of employee participation in work environment on time value of money and investing in securities.

Whether the Quality requirements of project is well defined whereby majority 35.0% strongly agreed with the statement, 10.5% strongly disagreed, 10.9% disagreed, 32.3% agreed and 11.4% were not sure with the statement. A mean score of 3.70 and standard deviation of 1.327 implies that organizational performance participation in work environment clearly define Quality requirement of project and there was wider dispersion of views since standard deviation $1.327 > 1.309$ Considering the statement stated as “Project team are clear on how to achieve desired quality” a majority 31.4% agreed, 18.6% strongly agreed, 15.0% strongly disagreed, 11.8% disagreed and 23.2% were not sure of the question. The mean score = 3.27 is below the average score of 3.61 and standard deviation =1.309. implied that even though there was wider dispersion of views, project teams were not very clear on how to achieved desired quality. Findings are in line (Isaac et al., 2023) evaluated drivers of employee participation with focus on drivers of employee participation in work environment and found that most of these Projects have low drivers of employee participation in work environment on time value of money and investing in securities.

As for The statement stated as “Goods and services are contracted in a systematic manner”, majority 29.1% of respondents agreed, 20.0% disagreed, 24.1% strongly agreed, 22.7% strongly disagreed and 4.1% were not sure with the statement. The mean score = 3.78 and standard deviation = 1.371. Implied that majority of respondents averagely agreed with the statement and there was wider dispersion of views. Finally, the statement stated as “the modality/protocol for communication is known by all project team members”, majority 28.6% of respondents agreed, 28.6% strongly agreed, 14.2% disagreed, 18.6% strongly disagreed and 10.0% were not sure with the statement. The mean score = 3.71 and standard deviation = 1.266 implied that majority of respondents averagely agreed despite narrow dispersion of views.

Table 2 Descriptive Statistics On the Influence Of Development Opportunities On Local Government Organizational performance, Kabale Local Government.

Statements	1 %	2 %	3 %	4 %	5 %	Mean	Std. Dev.
As an employee in Kabale Local Government I feel respected	25.9%	30.9%	10.5%	22.3%	10.5%	2.60	1.356
Employees in Kabale Local Government are valued	24.5%	29.1%	12.3%	14.1%	20.0%	2.76	1.472
I experience work-life balance in Kabale Local Government	7.8%	9.5%	9.1%	46.8%	26.8%	3.75	1.176
There is a reward/ recognition system for good performance in Kabale Local Government	11.9%	9.3%	8.5%	66.1%	4.2%	2.74	1.529
Good Internal Communication in Kabale Local Government is very clear	24.6%	28.0%	2.5%	34.7%	10.2%	3.32	1.170
Kabale Local Government of reputation and high Integrity	5.1%	12.7%	3.4%	55.1%	23.7%	2.51	1.485
N=165						3.02	1.369

Source: Primary Data, 2022

On the statement stated as “As an employee in Kabale Local Government I feel respected where majority of the respondents 30.9% disagreed, 25.9% strongly disagreed, 22.3% agreed, 10.5% strongly agreed, and 10.5% were not sure. The Mean score = 2.60 and standard deviation of 1.356. Implies that development opportunities is not strictly for project managers evidence by means score 2.60 that is below the average means score of 3.02 and narrow dispersion of views since standard deviation is less than 1.369 (Nelson et al., 2023). Whereas the statement stated as “Employees in Kabale Local Government are valued. Kabale Local Government of reputation and high Integrity”, majority of the respondents 29.1% disagreed, 24.5% strongly disagreed, 14.1% agreed, 20.0% strongly agreed, and 12.3% were not sure. The Mean score = 2.76 and SD = 1.472 implied that majority of respondents averagely disagreed that employees are always valued evidence by mean score 2.76 < 3.02 average score and good diversion of view.

As for the statement stated as “. Good Internal Communication in Kabale Local Government is very clear”, majority of the respondents 46.8% agreed, 7.8% strongly disagreed, 9.5% disagreed, 26.8% strongly agreed, and 9.1% were not sure (Ronald et al., 2023). The Mean score =3.75 standard deviation=1.176 .This implies that majority of respondent agreed that project team participate in development opportunities though there was narrow dispersion of view since $1.176 < 1.369$.It is the ability to understand the impact of every decision on net worth or economic position and to ensure that all the actions should be taken to strengthen economic position and do nothing that weakens it.

Table 3 Descriptive Statistics on Management Style and Relationships on Organizational performance, Kabale Local Government

Statements	1 %	2 %	3 %	4 %	5 %	Mean	Std. Dev.
The process of acquiring knowledge in Kabale Local Government is clear	19.5%	17.8%	3.6%	38.2%	20.9%	3.23	1.461
Kabale Local Government promotes career advancement	19.5%	28.2%	16.8%	24.1%	11.4%	2.80	1.313
Kabale Local Government has Training and development plan	3.4%	11.9%	4.2%	62.7%	17.8%	3.70	1.267
Kabale Local Government provides skills growth through training and coaching	36.4%	34.7%	1.8%	18.6%	8.5%	3.17	1.466
Individual employees in Kabale Local Government want to learn, and normally participant in activities such as attending seminars, workshops and others training sessions	19.5%	10.5%	19.5%	22.3%	28.2%	3.45	1.362
Seriousness in training and development programs normally changes employees attitude in Kabale Local Government							
N=165						3.206	1.4032

Source: Primary Data, 2022

On the statement stated as “The process of acquiring knowledge in Kabale Local Government is clear ”, Majority of the respondents 38.2% agreed, 20.9% strongly agreed, 17.8% disagreed, 19.5% strongly disagreed, and 3.6% were not sure. The Mean score = 3.23 standard deviation=1.461 implied that majority of respondents averagely agreed

Received: 14.01.2024

Accepted: 19.01.2024

Published on: 31.01.2024

supported by means score $3.23 > 3.206$ and there was wide dispersion of views $1.461 > 1.4032$ (Wegulo et al., 2023). Projects owners develop plans to reach their objectives usually by separating them into different timeframes such as; short term work environment which looks at the present situation of the company and develop strategies for improving them; and long-term work environment usually to solve problems permanently in local government employee's performance of projects Lusardi (2016).

As for the statement stated as "Kabale Local Government promotes career advancement

Kabale Local Government has Training and development plan. majority of the respondents 28.2% disagreed, 19.5% strongly disagreed, 24.1% agreed, 11.4% strongly agreed, and 16.8% were not sure. The Mean score = 2.80 standard deviation=1.313 (Christopher, Moses, Muhindo, & Komunda, 2022b). Implied that majority of respondents disagreed since mean score $2.80 < 3.206$ and narrow dispersion of views, this was in contrary to Mitchell, (2014) that project management is very key input in project implementation.

For the statement stated as "Kabale Local Government provides skills growth through training and coaching and majority of the respondents 62.7% agreed, 17.8% strongly agreed, 11.9% disagreed, 3.4% strongly disagreed, and 4.2% were not sure. The Mean score = 3.70 and SD = 1.267 implied that majority of respondents averagely agreed. This implies that given Kabale District local government employee's performance is monitor by tracking, reviewing and regulating the progress (Christopher, Moses, Muhindo, & Komunda, 2022a). Good employee's participation in Organizational performance leads to competitiveness in a globalized economy and employee's participation would lead to shut down of the projects. It has been argued that a good financial foundation of the Projects owners is a significant barometer of the completion and growth of the Projects in the competitive environment (Lusardi and Mitchell, 2007).

On the statement stated as "Individual employees in Kabale Local Government want to learn, and normally participant in activities such as attending seminars, workshops and others training sessions", majority of the respondents 36.4% strongly disagreed, 34.7% disagreed, 8.5% strongly agreed, 18.6% agreed, and 1.8% were not sure. The Mean score = 3.45 and SD=1.362 implied that majority of respondents averagely disagreed evidence by mean score $3.01 < 3.206$ standard deviation $1.505 > 1.4032$ that shows wide dispersion of views. Employee's participation in Organizational performance is crucial to Organizational performance (Ntirandekura et al., 2022).

On whether "Team members uses various Organizational performance tools and techniques", majority of the respondents 28.2% strongly agreed, 22.3% agreed, 19.5% strongly disagreed, 10.5% disagreed while 19.5% were not sure. The Mean score = 3.29 and SD=1.470 implied that majority of respondents averagely agreed supported by mean score $3.29 > 3.206$ and wider dispersion of views $1.470 > 1.4032$. Organizational performance participation can have positive effects on employee's participation in local government employee's performance Barcus, (2011).

Conclusions

The study concluded that there was a moderate positive relationship between development opportunities and Organizational performance ($r=0.544^{**}$ Sig=0.000). The positive relationship indicates that the two variables (development opportunities and Organizational performance) move in the same direction.

The study concluded that there was a weak positive relationship between employee's participation in Organizational performance ($r=0.396^{**}$ Sig=0.000). The positive relationship indicates that the two variables (Participative Management style and Relationships and Organizational performance Kabale Local Government) move in the same direction.

Recommendations of The Study

The researcher recommended that local government of Kabale Local Government should improve on work environment by letting employees feel respected, valued, given due recognition as well as good communication systems be put in place.

The researcher recommended that Development opportunities through workshops/seminars/ outreaches should be to be place to allow employees realize their skills growth, career advancement, and attitude improvements and this in a reciprocal way will affect their performance.

The researcher recommended that, Kabala District local government should advocate for setting realistic performance expectations, give autonomy to worker to make their own decisions, supervisors give timely feedback, and also proved degree of self-brief within the workers and in this there will be increase organizational performance.

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