

Performance Management Systems And Local Government Service Delivery In Uganda: A Case Of Kamuli Local Government

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Abstract

The study was aimed at examining the relationship between performance management systems and local government service delivery in Uganda; a case of Kamuli district local government. The overall objective of this study was to examine the relationship between performance management systems and local government service delivery in Kamuli local government. The study objectives included; establishing the relationship between setting performance objectives and local government service delivery, establishing the effect of performance measurement on local government service delivery and assessing the impact of performance feedback and reward on local government service delivery all in Kamuli local government. The study was largely guided by motivational theories notably by Locke's goal setting theory and Vroom's expectancy theory. The study used triangulation that is; cross sectional and case study research design was adopted supported by both qualitative and quantitative approaches. Data was gathered from a sample size of 169 respondents on the basis of probability and non-probability sampling strategy. Data was collected using self-administered questionnaires and interviews for key respondents. Qualitative data was analyzed using both thematic and content analysis while quantitative data was analyzed using statistical analysis notably correlation and regression analysis. While setting performance objectives which did not have a statistically significant relationship to LGSD was rejected. It was concluded that employers should set SMART performance objectives, monitor and regularly assess them, provide constructive feedback and also effectively reward employees.

Key words: Performance Management Systems And Local Government Service Delivery

Background of the study

Performance management originates from the USA, but in fact there is nothing new about performance management (Damasus et al., 2023). It is an umbrella term that describes not one activity, but a series of activities that can come together to enhance organizational performance (Christopher, Muhindo, et al., 2022).

Performance management dates back to the late 2010s with commentators such as (Christopher, Komunda, et al., 2022) describing performance management as a challenge faced by organizations in defining measures and stimulating employee performance with the ultimate goal of improving the overall organization of the organization. performance (Kazaara & Kazaara, 2023).

Uganda's experience with performance management was one of the major reforms in the public service (Alex & Kazaara, 2023). The initial phase of the 2010–2015 Public Service Reform Program (PSRP) focused on reducing the size of the public service and streamlining the structure to strengthen microeconomic reforms. The second phase 2015-2018 was focused on improving efficiency and effectiveness and the third phase 2005-2010 was focused on creating a competent, motivated, committed, results-oriented and accountable public service (Kazaara & Christopher, 2023).

A performance management system (PMS) according to (Micheal et al., 2023) exhibits the following characteristics. It has a shared vision of its goals or mission statement that it communicates to all of its employees. Sets individual performance management goals that relate to both operational unit and broader organizational goals Conducts regular formal reviews of progress toward these goals (Christopher, Moses, et al., 2022) Uses an evaluation process to identify training development

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comes rewarding . Evaluates the effectiveness of the entire process and its contribution to overall performance in order to make changes and improvements (Paul & Kazaara, 2023). A study based on this concept to determine how well an established PMS exhibits these characteristics. It is known that performance management is a systematic process of managing an organization and its human resources in order to achieve a high and stable level of performance (Kazaara & Christopher, 2023). (Musaibah et al., 2023) states that performance management is a set of management practices that are used in many countries around the world such as Britain, performance management is about directing and supporting employees to work as efficiently and effectively as possible in accordance with needs of the organization (Zowena et al., 2023).

The concept of performance management is well understood in the public sector and most organizations have some form of performance management system, but the successful implementation of such systems is difficult and the quality is currently very mixed. We therefore consider performance management to be very important and in October 1999 the Civil Service Board adopted key elements of our framework as a new business planning structure for central government (Public Service Productivity Panel, 2000 based at Mike Mill more) (Faith et al. , 2023).

Local government service delivery is the provision of basic public services such as education, health, roads and agricultural advisory services as a devolved function of local government. The level of performance of local governments largely depends on how well these basic services are provided to citizens.

Local governments are generally mandated to provide services such as education, health, housing planning, infrastructure development and maintenance, waste management and environmental protection, creating opportunities for local economic development, security and to some extent judicial services (Shamim et al., 2023) in general, these mandates are in line with the Millennium Development Goals and are delivered in an inclusive, participatory and sustainable way that takes into account the equality of women and men.

Kamuli Local Government, like any other local government, manages its service delivery mandate under the 2nd Schedule (Part V) of the Local Government Act (CAP 243). Kamuli Local Government is seen as an institutional structural managerial and environmentally influenced mechanism through which the state, based on public trust, administers and provides services to citizens (Gracious, 2023).

As part of the public service reform programme, a new performance appraisal system was introduced in the public service. This new system is based on evaluating the performance of well-defined goals and resource-specific outputs agreed between raters and rateres. ROM was also introduced as part of a reform program to ensure the efficiency and effectiveness of the public service. Each municipality defines its own goals and outputs. As a result, the new performance appraisal and ROM will support each other (Public Service Performance Appraisal).

Kamuli Local Government clearly defines the mission, strategic objectives with specific and measurable outputs and key performance indicators. All responsible officers and individual civil servants in the district are required to ensure that all performance-related initiatives are managed under integrated performance management (Mark et al., 2023). However, the adoption of this PMS has not shown any significant improvement towards local government service delivery. Departments, ministries and local governments are required to develop and publish service delivery standards with respect to the relevant services they provide (Gracious, 2023). The government introduced performance agreements for senior managers in the public service under Circular Standing Instruction No. 2010 to address shortcomings in service delivery and thereby transparency and accountability (Establishment Notice No. 1 of 2011). To ensure quality, all local authorities are expected

itor their performance, provide supportive oversight and promote compliance with policies, standard rules, regulations and procedures to improve service delivery Responsible officers of the local authority being inspected will be required to implement the inspection's recommendations to improve performance and service delivery (Faridah et al., 2023).

Problem Statement

One of the key government interventions through the PSRP is the implementation of performance management systems (PMS) aimed at delivering high quality services and building public confidence (Christopher, Moses, et al., 2022). The result is better transparency and accountability among government institutions as evidenced by annual performance plans and reports (Ntirandekura et al., 2022). However, a national service delivery survey conducted in 2008 showed that clients were still not fully satisfied with the quality of services provided, such as roads, education, health and agricultural consultancy, which are considered insufficient and inadequate despite some improvements. transparency and accountability (The IPMF for Uganda public service 2007). Furthermore, a review of selected service delivery indicators for Kamuli District shows that despite progress made in various areas, the level of service delivery remains below the target levels of 53% as set out in the 2019 District Budget Framework Working Document. This therefore calls for addressing deficiencies in service delivery, otherwise more resources will continue to be spent on client dissatisfaction, leading to the collapse of systems in the district (Rashid et al. ., 2023).

Against this background, the researcher examines the implementation process of the performance management system and service delivery of the local government in Kamuli to find out whether the performance management systems have a visible and tangible impact on the service delivery of the local government in terms of quality improvement (Turyatamba et al., 2022), increase effectiveness, efficiency, availability and client satisfaction with the provision of services.

Specific objectives

1. To establish the relationship between setting performance objectives and local government service delivery.
2. To establish the effect of performance measurement on local government service delivery.
3. To assess the impact of performance feedback and reward on local government service delivery.

Methodology

The study used both qualitative and quantitative methods using questionnaires and interview guide in order to acquire detailed information from a large number of respondents. The mixed approach was applied in sample selection and data collection. Qualitative methods was mixed with quantitative research to enable the researcher gather in-depth explanations to issues under study. (Punch, 2000).The combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone (John, 2014).Amin (2003) supports the use of a mixed approach because multiple methods help research a problem from all sides, usage of different approaches also helps to focus on a single process and confirm the data occupancy. The study consisted of a population of 308. The population shall consist 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 to give a representation about the area of study and would be able to avail the researcher with the necessary data about the study. In accordance with Ezani (2002) the study population should be able to provide the researcher with the necessary data.

The study based on a sample size of 169 that is drawn from a population of 308.The sample size of 169 is seen to be sufficient and this shall be chosen basing on the sample size determination table by Krejcie& Morgan, (1970) with a

ence interval of 95% and margin error of 0.5% to come up with a reliable sample size.

Primary data was collected using questionnaires administered to respondents identified using Yamane's formula. Six (06) open ended and thirty eight (38) closed-ended questions will be used as recommended by Amin (2005) and Sekaran (2003). This ensured the efficient and convenient collection of the qualitative and quantitative data. In addition, as observed by Mugenda and Mugenda (1999), using questionnaires enabled a wider circulation and conclusion of the data collection exercise within the stipulated period with over 74% response rate and Documentary Review.

Secondary data and facts were collected from the database of Kamuli Local Government, Policy documents, reports, annual work plans and District Development Plan (DDP) of the LG, International Journals and publications, HRM publications, Organizational Behavior books and various websites and other publications were used. This enabled the collection of a large volume of accurate data within a short

time. Questionnaire with open-ended questions were used for collecting primary data. This enabled the collection of 55 questionnaires within the time frame from the respondents randomly selected from stakeholders.

The question format included the **funnel method**, **box method** and **mixed format method**. The questionnaires will be designed to present open ended questions which provide for free responses in the respondent's own words. The collected data shall be checked for errors and omissions before shall be considered. Quantitative data from the questionnaire shall be examined for errors & non-responses, coded and responses captured in the SPSS version 16 (Nelson et al., 2022). This shall then be analyzed using statistical methods of frequency distributions and percentages. Analysis and interpretation shall be presented objective by objective with reference to the qualitative data and the research problems. Qualitative data on the other hand from the open-ended questions of the questionnaire shall be edited, examined and sorted or grouped together to generate common themes in relation to the objectives of the study. The emerging consistent themes shall be presented and interpreted to strengthen the results of the quantitative data which shall be further corroborated with the secondary data.

Results

The study shows that the majority of the respondents were in agreement on seven out of the eight statements used to measure service delivery in Kamuli district; with 70.4% in agreement that the quality of goods and services delivered in their sector is satisfactory, while 62.3% were in agreement that there is timely delivery of services in their sector, 72.6% were in agreement that the beneficiaries of public services have easy access to these services and 60.7% were in agreement that the performance management system in place addresses the effectiveness of services in terms of quality and quantity. An additional 80.0% were in agreement that community priority needs are considered during service delivery, while 54.1% were in agreement that the performance management system in place addresses minimum cost implications for providing services and 53.4% were in agreement that clients are aware of the services they expect to receive. This is in agreement with one of the key respondents x who stresses that, *"Each employee is given work tasks to accomplish with in a given period of time which brings efficiency and reduces costs of delivering services."* There was however mixed reactions on whether clients are satisfied with services delivered by Local Government in terms of quality, Quantity and Cost, with 24.5% in agreement, while 25.9% were non-committal and 49.6% were in disagreement. The key respondent x says, *"clients are subjective in that they expect big quantities with in a shortest time yet the quantity of services is comparison to the available resources both human and finances."* This justifies the reason why respondents had mixed reactions.

udy shows that the majority of the respondents were in agreement on all the five statements used to measure setting performance objectives; with 91.9% in agreement that they participate in setting goals and performance expectations for their work, while 93.4% were in agreement that they have a clear understanding of the level of performance that is expected of them, 80.7% were in agreement that they understand how their job roles contribute towards the achievement of strategic objectives of the organization, 94.1% were in agreement that they are given enough time to achieve the set individual goals and objectives and 92.6% were in agreement that they have the necessary skills and competencies to achieve the set individual goals and objectives. Research findings established that setting performance objectives does not have a statistically significant positive relationship with Local Government Service Delivery. The findings further affirmed that setting performance objectives does not have a significant effect on Local Government Service Delivery. Therefore the hypothesis that stated that: There is a significant relationship between setting performance objectives and local government service delivery was rejected and the alternate accepted.

Conclusions.

Based on the findings of the study, it is concluded that setting performance objectives is not statistically significantly related to local government service delivery. However, setting performance objectives is seen to be key to all other performance management variables that have got significant impact on local government service delivery. This therefore implies that if setting performance objectives is improved, local government service delivery in Kamuli district will consequently improve. There is therefore need for the system to come up with a different way of addressing the setting of performance objectives in order to appreciate its effect on local government service delivery in Kamuli district.

The study concluded that performance measurement has a significant relationship with local government service delivery and further that performance measurement has a significant effect or impact on local government service delivery. This therefore implies that if performance measurement is improved, local government service delivery will consequently improve. There is therefore a need to continuously improve on performance measurement in order to improve on local government service delivery in Kamuli district.

The study concluded that performance feedback and reward is significantly related local government service delivery and further that performance feedback and reward have a significant effect or impact on local government service delivery. This therefore implies that if performance feedback and reward are improved, local government service delivery will consequently improve. There is therefore a need to continuously improve on performance feedback and reward in order to improve on local government service delivery in Kamuli district.

Recommendations

During the course of the study, the researcher identified gaps. The following are some of the recommendations in relation to findings and conclusions

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