EMPLOYEE WORK MENTALITY AND JOB PERFORMANCE IN LOCAL GOVERNMENT, A CASE STUDY OF ADJUMANI DISTRICT LOCAL GOVERNMENT, UGANDA

BY

SABI YAZID JACKSON

REG. NO 18/U/2564/MBA

(BSWSA IUIU)

A DISSERTATION SUBMITTED TO THE FACULTY OF BUSINESS AND DEVLOPMENT STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS ADMINSTRATION OF GULU UNIVERSITY

NOVEMBER, 2023

DECLARATION

This is to declare that this dissertation entitled "EMPLOYEE WORK MENTALITY AND JOB PERFORMANCE IN LOCAL GOVERNMENT, A CASE STUDY OF ADJUMANI DISTRICT LOCAL GOVERNMENT OF UGANDA" is my own original work and has never been submitted to any higher Institution of education for any award. Where other scholars' work was used, the researcher carefully cited the respective sources.

Sign: .....**Date**30/11/2023.....

SABI YAZID JACKSON
REG. NO 18/U/2564/MBA

(BSWSA IUIU)



APPROVAL

This is to certify that this dissertation entitled "EMPLOYEE WORK MENTALITY AND JOB PERFORMANCE IN LOCAL GOVERNMENT, A CASE STUDY OF ADJUMANI DISTRICT LOCAL GOVERNMENT OF UGANDA" has been done under our supervision and submitted to the Faculty of Business and Development Studies of Gulu University with our approval.

Supervisors' Name	**Signature and Date**
1. Dr. Olanya Ross David	..... 1/12/2023 .....
2. Mr. Nkugwa Christopher	..... 30/11/2023 .....

GULU UNIVERSITY
ACCESSION STAMP
CLASS No:.....
ACCESS No: A00 15667

ACKNOWLEDGEMENT

Allow me thank Allah for giving me wisdom, health and protection for coming up with this noble academic piece of work. Am grateful to Gulu University Management and leadership of Faculty of Business and Development Studies for creating enabling academic environment that nurtures responsible leaders whom the world requires. My supervisors in persons of Dr. Olanya David Ross and Mr. Nkugwa Christopher, thank you very much for your tireless and professional guidance, may almighty bless you abundantly. I also thank Management and staff of Adjumani District Local Government for accepting me to conduct the study in the district and also giving your valuable time in responding to the research tools respectively. In a special way, I want to recognize efforts of Mr. Oduti Andrew for going through the manuscript and providing remarkable corrections that indeed improved my work. Lastly I am heavily indebted to my research assistants, namely Toolit Bosco and Stephen Tito for your unwavering supporting from the beginning up to the end of the field exercise.

DEDICATION

I dedicate this dissertation to my late parents Mr. Ajaga Juma and Ms. Ombia Booda without whose parental guidance I wouldn't have reached this far, may Allah bless your souls for work well done. Ratib Noah, your share of this work is beyond measure and I want to thank you in a special way for being a loving brother and giving out support without any reservations. My children Anguzu Musharraf Yazid, Mercy Rashidah, Abdul-Rahim Yazid, Bouda Hanan Yazid, Rizikhan Yazid and Nyamaza Kamali Yazid, you derserve special attention because you missed me and could not sometimes meet all your demands as I spent on the journey of securing this award. My special wives, Mariam Shaidia Amin and Tiko Rahima thank you for being supportive and taking care of the home and the children in my absence; I love you all.

TABLE OF CONTENTS

DECLARATION i
APPROVAL ii
ACKNOWLEDGEMENT iii
DEDICATION iv
TABLE OF CONTENTS v
LIST OF TABLES viii
LIST OF FIGURES ix
ABSTRACT x
CHAPTER ONE: INTRODUCTION 1
1.0 Introduction 1
1.1 Background to the study 1
1.2 Problem statement 4
1.3 General objective 5
1.4 Specific objectives 5
1.5 Research questions 5
1.6 Scope of the study 5
1.6.1 Geographical scope 5
1.6.2 Time scope 5
1.6.3 Content scope 6
1.7 Significance of the study 6
1.8 Conceptual framework 6
1.9 Operational definitions 7
CHAPTER TWO: LITERATURE REVIEW 9
2.0 Introduction 9
2.1 Theoretical review 9
2.1.1 Hertzberg's employee motivational theory (1968) 9
2.2 Employee work mentality 10
2.2.1 Cognitive ability 10
2.2.2 Personality traits 11
2.2.3 Motivation 11
2.3 Job performance 12
2.3.1 Effectiveness 12
2.3.2 Efficiency 13
2.3.3 Goal achievement 13
2.4 Government policy 14
2.4.1 Autonomy 14
2.4.2 Rewards 15
2.4.3 Sanctions 16
2.5 Summary of Literature Review and study gaps 17
CHAPTER THREE: METHODOLOGY 19
3.0 Introduction 19
3.1 Research design 19
3.2 Study area 20
3.3 Study population 20
3.4 Sample size and sample size determination 20

Source: Adjumani District Local Government, Human Resource Department (2018) 21
3.6 Data types and sources 21
3.6.1 Primary data 21
3.7. Validity and reliability of research instruments 22
3.7.1. Validity of instruments 22
3.7.2. Reliability of qualitative data 23
3.8 Analysis of quantitative data 23
3.9 Analysis of qualitative data. 24
3.10 Ethical considerations 24
3.11 Limitations and delimitations of the study 25
CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION. 26
4.0 Introduction 26
4.1 Response Rate of the respondents 26
4.2 Background of respondents 26
4.2.1 Gender 26
4.2.2 Age 27
4.2.3 Marital status 27
4.2.4 Education level 27
4.2.5 Experience 27
4.3 Employee work mentality in Adjumani District Local Government. 28
4.3.1 Cognitive ability 28
4.3.2 Personality Traits. 29
4.3.3 Motivation 31
4.4 Job performance in Adjumani District Local Government. 32
4.4.1 Effectiveness. 32
4.4.2 Efficiency 33
4.3.3 Goal Achievement 34
4.5 Influence of government policy on the relationship between employee work mentality and job performance 37
CHAPTER FIVE: DISCUSSION OF FINDINGS 39
5.0 Introduction 39
5.1 Employee work mentality 39
5.2 Job performance 40
5.3 Relationship between employee work mentality and job performance 41
5.4 Moderation influence of government policy on the relationship between employee work mentality and job performance 44
CHAPTER SIX: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS 46
6.0 Introduction 46
6.1 Summary of findings 46
6.1.1 Employee work mentality 46
6.1.2 Job performance 46
6.1.3 Relationship between employee work mentality and job performance 46
6.1.4 Moderation influence of government policy on the relationship between employee work mentality and employee performance 47
6.2 Conclusions 47
6.2.1 Employee work mentality 47
6.2.2 Job performance 47

6.2.3 Relationship between employee work mentality and job performance 48
6.2.4 Moderation influence of government policy on the relationship between employee work mentality and job performance 48
6.3 Recommendations 48
6.4 Areas for further studies 49

REFERENCES 50

APPENDICES 55
Appendix 1: Questionnaire 55
Appendix 2: Key Informant Guide 59
Appendix 3. Krejcie and Morgan table 60
Appendix 4: Similarity Test 61

LIST OF TABLES

Table 2.1: Showing Herzberg's motivators and hygiene factors. 10
Table 3.1: Showing sample size by department 21
Table 3.2 Content Validity indices for administered instruments. 23
Table 3.3 Reliability Statistics 23
Table 4.1: Background of respondents 28
Table 4.2: Level of cognitive ability among staff 29
Table 4.3: Personality traits among staff 30
Table 4.4: Level of motivation of staff 31
Table 4.5: Effectiveness of staff 32
Table 4.6: Efficiency 33
Table 4.7: Goal achievement 35
Table 4.8: Model summary 36
Table 4.9: ANOVA[a] tests 36
Table 4.10: Coefficients of the model 36
Table 4.11: Model Summary 38
Table 4.12: Coefficients of the model 38
Table 4.13: Test(s) of highest order unconditional interaction(s) 38

LIST OF FIGURES

Figure 1: Conceptual framework 6

ABSTRACT

Mentality of employees affects their behavior in the workplace. Understanding the difference between behavior and attitude and their relationship to an employee's success helps supervisors solve problems like negative team morale, poor efficiency and stagnant growth.

The purpose of the study was to assess the effect (s) of employee work mentality on job performance of employees in Adjumani District Local Government of Uganda; with specific objectives to; (i) examine the work mentality of employees in ADLG, (ii) examine the performance of employees in ADLG, (iii) establish the relationship between employee work mentality and job performance in ADLG, and (iv) determine the influence of government policy on the relationship between employee work mentality and job performance in ADLG.

The researcher adopted a cross-sectional research design to guide this study and used mixed-method approach including quantitative & qualitative to collect and analyze data. The study targeted 291 participants and actually managed to interview 283 respondents representing a response rate of 97.3%.

The study found out that the staff of ADLG demonstrated work mentality that enhanced their ability to perform well in their job roles and responsibilities. Personality traits play a key role in building team work as well as high level of motivation to work in the local government. Performance of staff of ADLG was relatively high with majority of them being very effective and efficient in performing their duties and complying with work guidelines, policies and laws. Employee work mentality significantly influenced the job performance of staff with increase in the cognitive abilities, motivation and personality traits increasing the level of job performance of the staff. The study also revealed that much as government policies had a significant direct influence on job performance, it did not moderate the relationship between employee work mentality and job performance.

The study concluded that employee work mentality is a core determinant of job performance of staff in local governments. It recommended that (i) Local Government (LG) should develop tools for periodically measuring employee work mentality; including their cognitive abilities, personality traits and level of motivation in order to ensure better staff mix and placement, (ii) LG should develop objective means of measuring the performance of staff other than using supervisory ratings which are normally subjective in nature, (iii) LG should ensure that there is no conflict of interest between the political wing and the technical wing which often hampers performance.

Key words: Employee work mentality, cognitive ability, personality traits, motivation and job performance.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The study examined employee work mentality and job performance. Job performance refers to how workers behave in the workplace and how well they perform their job duties obliged to them. Companies and organizations typically set performance targets for individual employees and the company as a whole with a hope that their business offers good value to customers, minimizes waste and operates efficiently. Individual performance affects the entire team and organizational performance. With employees who can't keep up or who perform below standard, other workers may have to pick up their slack or the work has to be redone. When employee performance is poor, it is difficult to satisfy your customers and thus see negative impacts on your profits, company reputation and sales. All over the world, job performance has been a critical in achieving organizational objectives. Many public organizations have become under pressure in discharging services to the public and that calls for urgent reforms in both developed and developing countries. This calls for the need to validate perfections in performance in order to achieve set goals amidst a lot of personal concerns and needs of the employees. This chapter hence discusses the background, statement of the problem, purpose of the study, the specific objectives of the study, research questions, conceptual framework, the significance of the study, scope of the study, and operational definitions of terms and key concepts used in this study.

1.1 Background to the study

Mentality can be described with philosophical, political and, more widely, psychological point of view. In psychological aspect, this concept is treated as social thinking, system of standards of behavior, collective and social representations (Darya, 2013). The behavious of employees at work place is determined by their attitudes. Several scholars argued that employees' attitudes can be improved by enhancing incentives. This therefore implies that managers should take keen interest in assessing the behavious of the employees in order to harness their productivity (Leonard, 2018).

According to Motowidlo (2003), job performance is defined as the total expected value to the organization of the discrete behavioral events that an individual carries out over a specified time period. Two key issues have been emphasized in this definition. First, performance is an aggregated property of multiple and discrete behaviors that occur over time. Second, the property of behavior to which performance refers is its expected value to the organization. In

my view, Job performance is defined as the total expected value to the organization of the distinct behavioral events that an individual carries out over a standard period of time.

Globally, mentality of employees at work place is a critical concern that prompted many studies. For example, a study conducted by (Chin-Wen Liao, 2012) on work values, work attitude and job performance of green energy industry employees in Taiwan found a positive correlation between work values and job attitude (including job involvement and employee performance). Also Chung et al. (2008), advised that work values are a set of durable beliefs in work. They reflect personal needs, job types or the environmental preferences of individuals. They also guide the work behavior of individuals and can dictate their goals and job choices. However, this research considers employee mentality to be a set of attitudes and thoughts toward work, and such attitudes and thoughts are reflected in the form of work involvement, human relation, and sense of responsibility and organizational commitment that leads to improved job performance of employees in local governments.

According to previous study done in Nigeria, employees' menetality towards work has correlation with improved productivity of local government staff as a result of human resource motivational policies and practices (Arinze *et al*., 2018)). Basing on their finding, it's hence important to promote employees' right and incentives to allow them accomplish the set goals. This can be done by pay rise, 13 month bonus and promotion that can enhance their attitudes towards work.

In Kenya as pointed out by Abdulla and cited in Wangechi et al., (2018), it was stated that employees attitudes toward job satisfaction significantly affects productivity of a work force which is greatly needed in the public service. This is imperative because Africa and Kenya in particular continue to lag behind in the development of human capital. This was affirmed by Chou dry (2009) who noted that Africa and south Asian countries' performance in labor productivity is not very encouraging. Labor productivity level in 2005 in sub- Saharan Africa economies was the lowest among all regions due to employee mentality of wanting certain standard.

In Uganda, a study carried by Komakech et al., (2021) on the effect of intellectual stimulation on the performance of mid-level healthcare workers in Lira District Local Government postulated that leadership skills encouraged followers to think out on their own and engage in careful problem solving. Intellectual stimulation involves exciting individual's cognitive ability, so that they can engage in independent thinking in the course of carrying out job responsibilities. Whereas this challenge, which affects both less-developing nations and more-developed countries similarly, but it also increases the desire for proficiency and efficacy

(Barasa, 2015). As a concern, there is need to look at employee's mentality since its effects can be felt for some time which may call for development of tools which will support in evaluating the performance of employees that have demonstrated insufficiency in Adjumani District Local Government over a long period of time.

Globally, there has been increase in demand for better public service delivery as a result of rising population. This implies that service delivery in public institutions have to improve. However, economic hardships affecting public institutions poses enormous challenges in effective and efficient service delivery. Public sector organizations are sometimes forced to reduce their expenditure due to dwindling fund annually hence minimizing performance. Although public sector is the biggest employer, it's always constrained by financial challenges which makes their performance to decline (Carrera & Dunleavy, 2013).

Many upcoming economies are under severe budget and tax reduction as a result of global challenges like pandemics and refugee burden which has further worsen the economic situation globally. It's therefore imperative for government institutions to consider strategies that will improve performance at substantial cost. However, it should be noted that performance of any organization is dependent on it employees who should have a positive mentality towards work such that the set goals and objectives can be realized.

Evidence suggests that employee health and state of mind are among the most critical factors for organizational success and performance (Bakker et al., 2019; Turban and Yan, 2016). Several studies have documented that employee mindset leads to various individual and organizational outcomes such as increased organizational performance and productivity (Hewett et al., 2018), customer satisfaction (Sharma et al., 2016), employee engagement (Tisu et al., 2020) and organizational citizenship behavior (Mousa et al., 2020). Cognitive abilities, personality traits and motivations (Tisu et al., 2020), job conditions and organizational characteristics (Diamantidis & Chatzoglou, 2019) have all been identified by scholars as critical antecedents of employee job performance. However, one important gap that remains in current job performance research is the role of the employee mentality constructs combined and how they affect job performance, especially in local governments (Hewett et al., 2018). The researcher therefore undertook this study to bridge this gap.

It is on this basis that the researcher intended to establish the relationship between employee mentality and job performance of employees in Adjumani district local government.

1.2 Problem statement

Employee work mentality, also known as employee mindset, refers to the attitudes, beliefs, and values that employees hold towards their work and organization (Khan et al., 2020). Employee work mentality can influence various aspects of employee behavior, such as motivation, commitment, engagement and performance (Khan et al., 2020). Previous studies have suggested that employee work mentality can be affected by various factors, such as organizational culture, leadership style, work environment, and reward system (Khan et al., 2020), (Mugisha et al., 2021), and (Nabatanzi et al., 2021). However, there is limited research on how employee work mentality affects job performance in the context of local government in Uganda, especially in Adjumani district. Adjumani district is one of the districts in West Nile sub-region of Uganda, bordering South Sudan. The district has been experiencing various challenges, such as insecurity, refugee influx, poverty, and poor service delivery (Otim et al., 2021). These challenges may have an impact on the work mentality and job performance of the local government staff who are responsible for providing public services and implementing development programmers in the district. However, there is a lack of empirical evidence on how employee work mentality and job performance are related in this setting, and what factors influence them. Hence, there is a need for a comprehensive study that examines the employee work mentality and job performance of the local government staff in Adjumani district and explore the underlying causes and consequences of their work mentality and performance.

1.3 General objective

The purpose of the study was to assess the effect of employee work mentality on job performance of employees in Adjumani District Local Government of Uganda**.**

1.4 Specific objectives

The specific objectives of the study were as follows:

1. To examine employee work mentality in Adjumani District Local Government.
2. To examine employee performance in Adjumani District Local Government.
3. To establish the relationship between employee work mentality and job performance in Adjumani District Local Government.
4. To determine the influence of government policy on the relationship between employee work mentality and job performance in Adjumani District Local Government.

1.5 Research questions

1. What is the work mentality of employees in Adjumani District Local Government?
2. What is the level of performance of employees in Adjumani District Local Government?
3. What is the relationship between employee work mentality and job performance in Adjumani District Local Government?
4. What is the influence of government policy on the relationship between employee work mentality and job performance in Adjumani District Local Government?

1.6 Scope of the study

1.6.1 Geographical scope

The study was carried out in Adjumani District among public servants in Adjumani District local government. This area was chosen due to the performance of employees in Adjumani District Local Government that has demonstrated insufficiency over a long period of time OPM, (2020/21) despite the Public standing orders, (2010) that provides for performance management of government workers in Uganda.

1.6.2 Time scope

This study covered a period between 2013 and 2021. This period was considered because it is the period when major complaints about employee mentality (attitudes) have been cited in district reports and low job performance has been witnessed continuously (GAPR, 2018).

1.6.3 Content scope

The study was limited to employee mentality and job performance of employees in Adjumani district local government. The researcher mainly focused on the cognitive ability of employees, personality traits as well as motivation and how they impact on the performance of an employee. The influence of government policies was also looked at from the angle of rewards and sanctions/cautions and how they influenced the mentality of employees and subsequently their performance.

1.7 Significance of the study

The findings of this study will help managers in validating information related to employees' performance management. The result of this study will contribute towards advocating for policies that will holistically address performance issues of local government staff.

The findings will provide important insights for the general public information regarding tax payment and holding government institutions accountable in discharging service.

The information from the study could be used by other researchers who may want to carry out similar studies or related studies in future as it will assist them gain more insight into issues raised in the study.

1.8 Conceptual framework

Conceptual framework is intended to explain concepts and associations that exist among different variables in the study (Svinicki, 2010). It's a basis for interpreting the finding of the study as shown in fig 1 below;

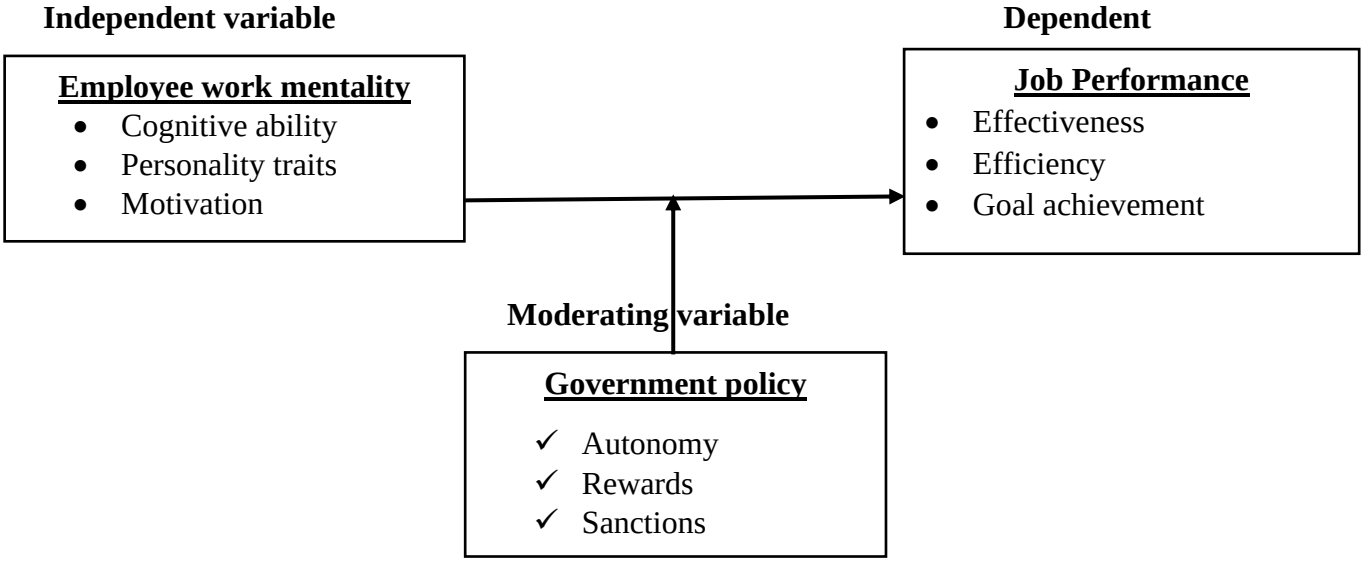


Figure 1: Conceptual framework

Source: Adapted from Hertzberg (1968) and modified by researcher, 2022.

Employee work mentality which is the independent variable that comprises cognitive ability of an employee as reflected in the competency (Skills, knowledge and attitudes). Personality traits help in building team work in the organization as members interact with one another, share ideas and information on the best methods of performing their duties**.** It strengthens work relationships in the departments and between sectors. While dependent variables comprise goal achievement, effectiveness and efficiency. However, independent variable affects dependent variable in that they cannot work without each other. Lack of proper skills, knowledge and attitudes leads to inefficiency and ineffectiveness of employees. Cognitive ability of an employee is reflected in their skills and knowledge, especially in understanding techniques of performing their duties. Employee's level of education is considered during selection for the job and those found with the right qualification are preferred with the hope that they can easily cope with work demands. Personality traits help to build team spirit through human relations in the organization. Employees who relate well with others find it easier to seek for assistance and to also help others do their work better. Personal management of stress and emotions at work place is dependent on individual personality traits and varies from one person to another. Motivation is a key factor for pushing good performance of employees. People need to be recognized either in kind or otherwise so that they feel worthy and part of the organization. Higher motivation is an incentive to greater work performance than lower level of motivation. Rewards and sanctions if not well managed may result in irregularity (absenteeism), in punctuality and lack of sense of responsibility in employees.

Government policy in relation to management of rewards and sanctions is the moderating factor that might affect or support both independent and dependent variables through amendments or introduction of new bills.

1.9 Operational definitions

Allowances: These are payments effected to staff apart from monthly salaries intended to cater for their costs involved in discharge of services.

Efficiency: This relates to optimal use of resources including time for the accomplishment of organizational objectives or targets.

Effectiveness: It's where organizational objectives are attained with the desired quality and quantity according to set standards set for service delivery.

Performance: This relates to how good employees are in satisfying the requirements of a given job.

Public Service: In regards to this study, its public service provided by Local Governments

Rewards: A set of deliberately prearranged incentives for employee performance enhancement.

Staff: The technical and administrative staff working under the officer in charge of an administrative unit.

Skills: Capability to accomplish work.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, literature was reviewed to aid acknowledgement of the contribution of other people's work in relation to the subject. It is envisioned to generate agreements and disagreements and identification of gaps in relation to work done by different scholars as below.

2.1 Theoretical review

2.1.1 Hertzberg's employee motivational theory (1968)

In his motivational theory, Hertzberg propounded that satisfaction and dissatisfaction at the workplace arise from different factors which he referred to as hygiene factors, for example company policy, working conditions, job security, status, salary, supervision, and interpersonal relations. These can result in dissatisfaction and lower performance if not available or inadequately addressed. Such factors do not lead to higher levels of motivation, but without them, there is dissatisfaction felt. While motivation factors/satisfiers include sense of achievement, recognition, the work it-self, responsibility, growth and advancement which can lead to satisfaction and improve on staff performance. The theory advanced a two factor- model of work motivation, namely job satisfiers and job dis-satisfiers which are both extrinsic and intrinsic in nature. Interpersonal relations, quality of supervision and administration, acceptable salary, job security and work conditions constitute conditions outside the work, but are key in boosting morale of workers. On the other hand, factors within the job like recognition, responsibility, achievement, advancement, task identity, skill variety, autonomy and job feedback are significant in motivating performance of workers, Hertzberg's (1968). Hertzberg therefore underpins the proposition that reward systems should provide for better financial and non-financial rewards which are prerequisite to enhancing performance. This theory has helped in understanding the factors that affect staff performance since it covers the dimensions indicated in the independent variables with a focus on satisfiers and dis-satisfiers. The theory is preferred because it helps one to understand, explain, describe and make predictions on the factors that affect staff performance in local governments.

As indicated below, in table 2.1 the theory presents the Herzberg's motivators and hygiene factors.

Table 2.1: Showing Herzberg's motivators and hygiene factors.

Motivators (Leading to satisfaction)	Hygiene (Leading to dissatisfaction)
Achievement	Company policy
Recognition	Supervision
Work itself	Relationship with supervisor
Responsibility	Work Conditions
Advancement	Salary
Growth	Relationship with peers
	Security

2.2 Employee work mentality

2.2.1 Cognitive ability

Cognitive ability is a general mental capability involving reasoning; problem solving, planning, abstract thinking, complex idea comprehension, and learning from experience (Gottfredson, 1997). The three strata model by Carroll, (1993) is the most comprehensive taxonomy of cognitive ability that comprises specific and narrow abilities, group factors and broad abilities and general intelligence, (Ones et al., 2012). These are brain-based skills needed for acquisition of knowledge, manipulation of information necessary for performance of duties.

Though cognitive abilities occur naturally, they can still be developed and strengthened by challenging self. Memory, attention, auditory and visual processing, logic and reasoning constitute cognitive abilities in human beings, (Semkovska et al., 2019).

Attention is required while performing multiple tasks in a busy work environment with detractions. Developing such a skill is very important as many jobs require the ability to focus on a task for a sustained period of time, (Liu & Gu, 2020).

Using memory is necessary for every job to remember policies, common processes, customers, daily responsibilities and other important information. Both short and long term memories play a key role in performing duties and should be improved on regular basis for better attainment of results.

Logic and reasoning help in solving problems, form ideas, and reason independently. These skills allow one to come up with solutions to any problems faced in life. They also help in collaborating with a team and suggest solutions to benefit the entire group. Auditory and visual processing allows for interpretation of any information received through sights or sounds.

Auditory processing allows for analyzing sounds and visual processing allows one to think visually and process visual information.

2.2.2 Personality traits

Personality traits as characteristic patterns of thoughts, feelings, and behaviors imply consistency and stability. A person who scores highly on a specific trait like Extraversion is expected to be sociable in different situations and over time. Trait psychology rests on the belief that people differ from one another in terms of where they stand on a set of basic trait dimensions that persist over time and across situations. The most widely used system of traits is known as the Five-Factor Model that comprises five broad traits that can be remembered with the acronym OCEAN (Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism). Each of these major traits from the Big Five can be divided into facets to give a more fine-grained analysis of someone's personality (Jibowo, 2007).

Each time we use words like “talkative,” “quiet,” “active,” or “anxious” to describe those around us, we are talking about a person’s personality (Anglim et al., 2020).

There are three criteria that characterize personality traits which include consistency, stability, and individual differences. To have a personality trait, individuals must be somewhat consistent across situations in their behaviors related to the trait. People differ from one another on behaviors related to the particular trait, (Lucas-Mangas et al., 2022). However, the challenge with the trait approach is that Scientists for many decades generated hundreds of new traits, making it difficult to keep track and make sense of them, (Brewer, 2019).

2.2.3 Motivation

Employee motivation is the level of energy, commitment, and innovation that drive staff performance. It is not easy for organizations to maintain and improve motivation in the workplace because not every task will be interesting; therefore, there is need to find appropriate means to keep their employees engaged (Jamal Ali & Anwar, 2021).

Motivation is a topic that is extensively researched, especially in twentieth century. The first important motivational theories which came to lime light included Maslow’s hierarchy of needs (1943), Herzberg’s two-factor theory (1959) and Vroom’s expectancy theory (1964). All of them focused on motivation in general and employee motivation more specifically. Various definitions of motivation were defined, for example, Herzberg defined employee motivation once as performing a work related action because you want to.

It is commonly agreed that employee motivation are both intrinsic and extrinsic (Staw, 1976). Staw argues that one of the first attempts to make that distinction was in Herzberg's Two-Factor Theory (1959). However, the discussion about intrinsic and extrinsic motivation is more from latter years, (Amabile, 1993 and Deci & Ryan, 2000). Most importantly is the discussion about how intrinsic and extrinsic motivation can contribute to employees' performances (Mardanov, 2020).

Employee motivation is key to an organization's success; without it, companies experience reduced productivity, lower levels of output and it's likely that the company will fall short of reaching important goals too. It's therefore prudent that organizational leadership should nurture and monitor employee motivation at work place, (Hajiali et al., 2022).

2.3 Job performance

To put simply, employee performance is how a member of staff fulfills the duties of their role, completes required tasks and behaves in the workplace. Measurements of performance include the quality, quantity and efficiency of work.

When leaders monitor the performance of employees, they can paint a picture of how the organization is running. This not only helps to highlight what companies could be doing in the present to improve their business, but this information also feeds into future growth plans (Motowidlo, 2003; Darya, 2013).

Central characteristics of employee performance is still an issue because of disagreement on its exact definition. Some researchers observed that employee performance is a multi-factor construct (Boshoff & Arnolds, 1995). In this case, some factors can indicate how well individuals perform their work tasks and how they manage to master problem solving in specific work related situations. On the other hand, other factors can indicate how individuals use their resources, what extent they utilize time and energy at the task at hand, and how well they take actions towards completing their work tasks (Boshoff & Arnolds, 1995).

2.3.1 Effectiveness

Effectiveness is the degree to which something is successful in producing a desired result. When a company is effective, it succeeds in continuing to innovate and produce top-quality products or services that meet the desires of its customers and clients. An effective work force doesn't just attempt to complete tasks as quickly as possible, but rather come up with inventive solutions to problems that can continually improve performance to achieve the best results effectively and efficiently, (Arinze et al., 2018).

It should be remembered that organizations which are effective are not necessarily efficient. This is because when attempting to build a new system you can't compare your brand-new ideas with others that haven't been tested before. Being effective should be at the center stage of companies' strategies for building their future businesses. This is done not to under value the importance of efficiency, but to suggest that it should come later in the process, (Wangechi et al., 2018).

2.3.2 Efficiency

One thing in common in many organizations is improving on their results through increasing workplace efficiency. In essence, improving workplace efficiency is about helping employees work smarter, but not harder. Such that more goods and services can be produced with the same amount of resources. Efficient employees are productive and they know how to organize their time and effort to complete tasks on time (Barasa, 2015).

Several factors affect employee productivity and efficiency, such as work environment, leadership, job satisfaction, training, processes, and culture. Many organizations take pride in their efficiency, having implemented processes and systems that allow employees to maximize their tasks in the shortest amount of time possible. At work place, efficient workers are those who can accurately and smartly complete their duties in a timely manner (Judge, Heller, & Mount, 2002).

In order to improve employee efficiency, workplace conditions should equally be improved; like making sure there is a comfortable work environment, flexible remote work arrangements that permit employees to work where and when they feel most productive, matching tasks to employee skills, communicate effectively, keep goals clear and focused, ensure that all employees have SMART goals in place that promote team spirit, departmental, and organization goals, empower employees by training and development initiatives. Efficiency is an interactive process (Carrera & Dunleavy, 2013). Most efficient workers on any given team are usually those who have been at it the longest. This is because people need to develop to the point of peak efficiency for them to perform better. Management should work with employees to boost their competencies, knowledge, and abilities over time. High-performing employees should be moved into more impactful roles and give them more responsibilities to make a greater impact (Jaipong, Nyen Vui & Siripipatthanakul, 2022).

2.3.3 Goal achievement

A goal can be defined as an idea of the future or desired result that a person or a group of people envision, plan and commit to achieve over a specific period of time. It is similar to a purpose

or aim, the anticipated result which guides an action, or an end, which is an object, either a physical object or an abstract object that has intrinsic value. Organizational goal-management aims at individual employee goals and objectives to align with the vision and strategic goals of the entire organization. Goal-management provides organizations with a mechanism to effectively communicate corporate goals and strategic objectives to each person across the entire organization. The key to goal achievement originates from a pivotal source and providing each person with a clear, consistent organizational-goal message, such that every employee gets to understand how their efforts contribute to the success of the organization (Mustapha & Ghee, 2013).

For goals to be meaningful and effective in motivating employees, they must be tied to larger organizational ambitions. Employees who don't understand their roles in the success of the organization are more likely to become disengaged. Achieving goals is sometimes about making tradeoffs when things don't go as planned; no matter what level the employee is at, they should be able to articulate exactly how their efforts feed into the broader company strategy, hence employee goals must be correlated with larger company goals Maicibi (2003). Goals must be attainable, but challenging in order for it to be achievable. For employees to be ultimately responsible for reaching their goals, they need to have a stronger voice in setting them. A plan for success in achieving company goals must be clear and known to all the employees, and how progress will be monitored to identify gaps that may derail an organization from achieving the set goals also needs to be put in place in order to increase the chances of achieving the organizational goals.

2.4 Government policy

A policy is a plan of action established by an organization or a political party to determine the scope of operations; a policy is also a principle or set of plans used as a basis for making decisions (Akinyemi & Adejumo, 2018). As the challenges for public services become more complex, the concept of innovative and competitive management policies is being increasingly revisited and replaced by more adaptive and effective policies such as policies on autonomy, decentralization etc. It can be noted that an essential and appropriate government policy can enhance the level of motivation of public servants and hence improve on their performance (Akinyemi & Adejumo, 2018; Obaji & Olugu, 2014).

2.4.1 Autonomy

Employees' autonomy in making their decisions forms their intrinsic motivation and higher intrinsic motivation leads to higher performance. Autonomy relates to people's perception that

they have choices, that what they are doing is of their own volition or creation, and that they are the source of their own actions. The way managers and leaders in the organization frame information and situations either promotes chances that a person will perceive autonomy or undermines it. Kraimer et al. (2005), argue that although we may not think about it often, but everyone experiences the workplace as a social system. People who feel betrayed or unrecognized at work experience frustration and tend to reserve their commitment and engagement. They become purely transactional employees, reluctant to give more of themselves to the company, because the social context is not favourable. This type of situation can be the source of a low-performing team if not handled in time. The managerial challenge is to provide conditions where such a situation is less likely to happen, and giving the team a measure of autonomy to carry out their work is key (Tim, 2003).

Rather than micromanaging each task, managers should spell out what the end result should be. Set expectations while giving employees the latitude to decide for themselves how to tackle the problem to meet those expectations. Allowing members to decide how they will accomplish the task creates the feeling of choice that is necessary to be intrinsically motivated. Giving employees the freedom and the choice to shape their approach to suit their preferences and abilities will also give them a heightened sense of control over the situation and contributes positively to overall performance. Everybody wants to be appreciated for his/her contribution. The sense that one is responsible for making decisions and the ability to stand behind those decisions when given a task drives involvement and often leads to innovation, and definitely increases job satisfaction. A balance of individual autonomy and a manager's guidance and recognition is the ideal formula for maximizing employees' potential, satisfaction, and performance (Davidescu *et al*., 2020).

2.4.2 Rewards

Employers want a productive workforce and to recognize their efforts. Increasing productivity involves understanding how to incentivize employee performance. Using rewards and recognition programs are instrumental in increasing employee productivity. Jain & Sullivan, (2020) pointed out that rewarding an employee for a job well done inspires them to work harder and to be more productive. The best reward programs clearly announce and communicate their judgment criteria which clearly show the process by which rewards and recognition are distributed (e.g., who the decision makers are, which employees are eligible, and who will receive what). Employees who understand what they are working for are more likely to boost their performance.

One other key rule is to align rewards and recognition with employee performance. They should understand how their productivity and behaviors influence business outcomes. It's also important to communicate exactly how employees can earn rewards. Rewards and recognitions can be based on performance data. This is intended to create consistency, open discussions about performance and progress against professional and organizational objectives. Digital HR tools to provide managers and employees access to dashboards with real-time performance metrics that ensures that rewards are given meritoriously, based on objective data. Adopting this practice provides all parties with a better understanding of the correlation between productivity and incentive (Abdallah & Alhassan, 2021).

Variety of unique and valuable rewards is recommendable and can incentivize employees to work smarter. And their workers. Organizations differ in their culture and therefore rewards and recognitions may vary depending on the various choices available to them. A great reward system should focus on engaging and rewarding team efforts though some little friendly competition between peers is healthy. It should be done in moderation, especially looking at the benefits of teamwork. Caution be taken to avoid overly competitive environment that can lead to frustration and employee stress, which is undesirable workplace situation. Management should constantly update reward incentives to eliminate boredom over time, such that employees continue to strive for excellence, Schoemmel & Jønsson, (2014).

2.4.3 Sanctions

Employee misconduct is a very big disservice to service delivery and compromises the reasons for which the Public Service as the executive arm of Government should set for other employers in the country to follow. In addition, disciplinary procedures which are not managed effectively, consistently and fairly can aggravate the situation. It is imperative that disciplinary processes and the resultant sanctions therein should be applied swiftly, consistently and fairly. None compliance brings about disharmony and results in labour productivity issues. Although disciplinary code and procedures are provided for in the context of Public Service works, the application of the provisions rests at the discretion of officers who may not administer them squarely, especially in the local government setting. Review of Adjumani District Reward and Sanctions committee minutes seems to justify these inconsistencies for similar transgressions. This has far reaching implications on the morale of workers without God fathers, hence reduced productivity. Though each case of misconduct is judged on its own merit, consensus building among presiding officers is still a big problem due to conflicting interests in the Public Service, (Okpara & Mamman-Muhammad, 2022).

Consistency in application of disciplinary santions is a key tenet of the principle of natural justice, with the Code of Good Practice that states that 'an employer should apply the penalty of dismissal consistently with the way in which it has been applied to the same transgressions and other employees in the past, and consistently as between two or more employees who participate in the misconduct under consideration'. Resolution 1 of 2003 of the Public Service outlines the following sanctions, counseling, and a written warning valid for six months, a final written warning valid for six months, suspension without pay for longer than three months, demotion, a combination of the above, or dismissal (Shabangu, Kahn & Thani, 2022). These sanctions often help in creating fear in employees with the ultimate aim of ensuring that they adhere to the set standards by government in executing their duties.

2.5 Summary of Literature Review and study gaps

Based on the literature reviewed, it was identified that employee work mentality (cognitive ability, personality traits, motivation) are significant predictors of job performance (Williams et al., 2010). However, they are not consistent across all job categories and responsibilities and little is still known as to how they affect job performance in the local government setting, especially since there was no available literature in Adjumani District Local Government on work mentality and job performance of staff. Therefore, this study is presumed to close the knowledge gap, and expand literature on employee work mentality and work performance in local government setting. Review of literature also revealed that employee performance is the core of effective service delivery in local governments of Uganda. However, there is need to improve on the factors that affect their performance so that service delivery is improved. Performance of an employee is highly correlated with the present mindset of the employees at the time they are performing their duties including their personal cognitive abilities, personality traits as well as motivations inform of allowances, possibilities of promotions, recognitions etc.

Relationship between employee work mentality and their performance justified a very serious positive correlation. However, the existing policies and laws, especially in the public sector do not focus on nurturing work mentality of employees to improve on their productivity (Torfing, 2013). Limited studies have been undertaken and documented on the subject, making it difficult to hold key players accountable and enforce non-compliance on the part of organizational leadership.

Similarly, there is too much interference in the works of technical officers by political wing thereby constraining autonomy for objective decision making in the course of performing their duties (Yang & Zhao, 2015). Rewards and sanctions are not squarely applied with element of

favoritism basing on personal relationship with the leaders. This demotivates employees who are disadvantaged hence affecting their work performance.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the research study methodology which was employed during data collection. The chapter describes the research design, research study area, study population, sample size determination, sampling techniques and procedures, sources of data collection, data collection methods and instruments, data quality and control, ethical considerations, and anticipated limitations of the research study.

3.1 Research design

The study employed both descriptive and explanatory research designs, using both qualitative and quantitative approaches to data collection. According to Creswell (2011), the research design helps in the collection, analysis, and interpretation of data both qualitative and quantitative approaches. Yin (2015) also argues that the importance of the qualitative research study lies in the ability of the research study to provide in-depth findings resulting from unlimited scope of investigation. This study focused on employee mentality and their job performance; a case of Adjumani District Local Government. The study conducted in-depth interviews with key informants and a questionnaire was administered by the researcher on local government staff to help in understanding their cognitive abilities, personality traits as well as level of motivations and performance.

Yin (2015) further suggests that the ideas or opinions and perspectives of the respondents under study are a fundamental purpose in any research study. The study gathered qualitative data to complement quantitative data in explaining the findings. The main participants under the qualitative design as key informants were the Chief Administrative Officer (CAO) and heads of departments.

Creswell (2011) argues that quantitative research enables in gathering statistical or numerical data from study participants using questionnaires. Statistical data was gathered using questionnaires under the descriptive survey design. The main aim of selecting this research design was to explore a wide range of data on employee mentality and job performance. The study also explored the relationship that exists between employee mentality and job performance.

3.2 Study area

This study was conducted in Adjumani District. Adjumani District is bordered by Moyo district to the North, South Sudan to the Northeast, Amuru district to the East and South, Arua District to the Southwest and Yumbe district to the Northwest. The largest town in the district is Adjumani Town Council and is located approximately 125 Kilometres (78 mi) by road northeast of Arua city which is the largest city in the sub-region. This location lies approximately 436 Kilometres (271 mi), by road, northwest of Kampala, the capital city of Uganda. The District lies on the southern bank of the White Nile, just before it flows into South Sudan. The coordinates of the district are: 03 23N, 31 47E (Latitude: 3.3845; Longitude: 31.7820).

3.3 Study population

A study population is a group of subjects under investigation having similar characteristics (Creswell, 2011). Manion & Morrison (2007) state that study population is the sum total of all subjects or participants under the study, which may include people, institutions or objects with identical features. In this study, the study population included all the current staff of Adjumani Local Government. According to the Adjumani District payroll, currently in all departments in Adjumani District Local Government there are a total of 1,118 staff.

3.4 Sample size and sample size determination

Using the Krejcie and Morgan's table for sample size determination (Appendix 3), the sample size for the study was 291 staff from all the departments in Adjumani District Local Government. The researcher used stratified random sampling technique to sample participants proportionally across the different departments as shown in Table 2. Krejcie and Morgan formula can be displayed below;

$$n = \frac{N}{[1 + Ne^2]}$$

Where: n = sample size,

N = population size and e = sampling error assumed as 0.05

3.5 Sampling procedure

The researcher employed both stratified random sampling and purposive sampling techniques for selecting participants in the study. 291 respondents were selected at random and they participated in answering the self-administered semi-structured questionnaire for the quantitative aspect of the study; while purposively the researcher selected heads of departments for key informant interviews since they possess a better understanding of the general job performance of staff in their respective departments.

Table 3.1: Showing sample size by department

Department	Population	Sample size	Sampling Technique
Administration	86	22	Simple random sampling
Community based services	16	4	Simple random sampling
Education	438	114	Simple random sampling
Finance	36	9	Simple random sampling
Health	464	121	Simple random sampling
Audit	3	1	Simple random sampling
Natural resources	13	3	Simple random sampling
Planning	4	1	Simple random sampling
Production and marketing	28	7	Simple random sampling
Roads and engineering	2	1	Purposive sampling
Statutory bodies	21	6	Simple random sampling
Trade, industry and LD	2	1	Purposive sampling
Water	5	1	Purposive sampling
Total	**1118**	**291**	

Source: Adjumani District Local Government, Human Resource Department (2018)

3.6 Data types and sources

3.6.1 Primary data

Primary data was collected using the questionnaires and the interview guides from personal interviews with the staff of Adjumani District Local Government. The questionnaire was structured with five point likert scale questions where respondents were able to select their level of agreement or disagreement with the various statements testing their mentality as well as their level of performance; while the key informant guide was used by the researcher to

collect data from supervisors of the staff in Adjumani District Local Government; including the CAO, Sub-County Chiefs and other heads of departments who are deemed by the researcher to have more knowledge and experience on the level of performance of the staff in the district as well as the government involvement in terms of rewards and or sanctions/cautions implemented in the district.

3.7. Validity and reliability of research instruments

Validity of the instrument is a means of testing whether the data collection methods selected accurately, precisely and measured the desired outcome. To ensure validity of instrument for collection of data, the researcher made use of expert judgment of supervisors to assess the validity of the instruments. The supervisors compared the content items of the instrument to the study objectives and made recommendations which the researcher adopted. The content validity was obtained by exposing the instrument of collecting data to respondents who commented on the significance of every item in the instrument and the expert rates the items to know whether they are irrelevant or relevant. Content validity formula of Yin (2018) was employed in this study.

3.7.1. Validity of instruments

Content validity of the questionnaire was determined before pretesting. Four people who were knowledgeable on local government operations including the research supervisors were requested to identify whether the questions asked are relevant. They rated each question for its relevance or not relevant and content validity index (CVI) formula below was used to determine the validity.

$$\text{CVI} = \frac{\text{Total number of items rated as relevant}}{\text{Total number of items in the questionnaire}}$$

Content validity index of more than 0.70 was considered as valid for the questionnaire questions and reliably ready for administration. However, according to Polit et al., (2017), CVI of 0.78 for three or more experts is considered good evidence of content validity.

Table 3.2 Content Validity indices for administered instruments.

Research Instrument	Content Validity Index
Questionnaire	0.82
Interview Schedule	0.75

Table 3.2 indicates a computed value of 0.82 and 0.75 which are both greater than 0.70. This indicates that the instruments used are acceptable.

3.7.2. Reliability of qualitative data

The researcher used a Cronbach's Alpha test to assess for internal reliability of the items of each factor. A Cronbach Alpha of 0.7 or more was considered as good internal consistency among the constructs in the tools. Reliability coefficient of 0.70 or higher is considered "acceptable" in most social science research situations (Cronbach, 1951).

Table 3.3 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized items	No of items
0.84	0.86	50

The reliability of all the questionnaire items was 0.86 based on Cronbach's alpha based on standardized items, which implies that most of the questionnaires were reliable and measured the study variables.

3.8 Analysis of quantitative data

According to Mugenda & Mugenda (2003), data analysis is the process of bringing order, structure and meaning to the mass of information collected. The researcher was assisted by the statistical package for Social Sciences (SPSS) version 25 in coming up with the statistical analysis for this study because it is one of the most widely available and powerful statistical software packages that covers a broad range of statistical procedures.

To assess the work mentality of staff in the local government, the researcher applied descriptive statistics to summarize the frequencies and percentages and expressing them into frequency tables. This helped in exploring the nature of the responses in terms of agreement and disagreement with the different positive statements meant to assess the mentality of staff in the local government. Agreement was considered as sign of existence of that particular kind of mentality while disagreement denoted the absence of the particular mentality in an employee.

In examining the performance of staff of Adjumani District Local Government, the researcher applied descriptive statistics to summarize the responses from the participants in a frequency distribution table with frequencies and percentages. Higher level of agreement to the positive statements assessing performance denoted better performance, while higher level of disagreement with the positive statements denoted lower level of performance among the staff in the local government.

To determine the relationship between employee mentality and job performance, the researcher applied a multiple linear regression analysis with Job performance as the dependent variable and the components of employee mentality (cognitive ability, Personality traits, Motivation) as the independent variables. The researcher adopted a rejection criterion of $p<0.05$ in considering whether any independent variable had a significant role in predicting job performance scores.

To determine the moderation effect of government policies on the relationship between employee mentality and employee performance, the researcher applied a moderation regression analysis with process by Dr. Hayes which helped in identifying the interaction effect of government policies on the relationship between mentality of employees and performance of employees in Adjumani District Local Government.

3.9 Analysis of qualitative data.

Audios recorded during the key informant interviews with CAO, Deputy CAO, and Production officer among others was transcribed (verbatim) in Ms. Word. The researcher adopted thematic analysis by reading thoroughly through the transcripts and identified patterns and meaning from the data as well as made meaningful quotations from the transcripts that supported the quantitative analysis.

3.10 Ethical considerations

The researcher obtained ethical clearance from Institute of Research and Graduate Studies of Gulu University before conducting the survey. Permission to gain entry to the study area was asked from the office of the CAO. The consent of staff expected to participate in the study was sought before they were interviewed. The researcher also ensured that the identity of the respondents was kept confidential and the information obtained specifically used for study purpose only.

3.11 Limitations and delimitations of the study

The study was limited by Nonresponse of some of the respondents some of them were not willing to respond to some of the questions posed to them. This was overcome by increasing the sample size to cater for the Nonresponse factor.

Another limitation was the un-availability of respondents and others deliberately distorting information. This was overcome by sensitizing the respondents on the importance of the study and the need for honest responses.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION.

4.0 Introduction

This section presents the data analysis, presentation and interpretation of the findings as per the objectives of the study which were to (i) examine employee work mentality in Adjumani District Local Government, (ii) examine employee performance in Adjumani District Local Government, (iii) establish the relationship between employee work mentality and job performance in Adjumani District Local Government, (iv) determine the influence of government policy on the relationship between employee work mentality and job performance in Adjumani District Local Government. The study began by presenting descriptive statistics including bio-data and perception of the participants in the study.

4.1 Response Rate of the respondents

Response rate was computed as the total number of questionnaires returned divided by the number of questioners distributed.

Response Rate (RR) = $\frac{QuestionnairesReturned}{QuestionnairesDistributed} * 100\%$

RR = (283/291)*100

RR = 97%, Hence None response rate was 3%

From the above calculation, questionnaires that were administered for the study was 291 but a total of 283 questionnaires were filled and retrieved from respondents. This represented a response rate of 97%. Babbie (2014) indicated the return rates of 50% are acceptable to analyze and publish, 60% is good and 70% is very good. Therefore, a response rate of 97% was equally a very good response rate.

4.2 Background of respondents.

4.2.1 Gender

Among the respondents who participated in the study, 56.5% were male staff of Adjumani District Local Government while the remaining 43.5% were female staff of Adjumani District Local Government as shown in table 4.1.

4.2.2 Age

Majority of the participants were aged 36 years and above which represented 53 percent of the total participants in the study while the remaining 47 percent of the participants were aged 18-35 years old as shown in table 4.1

4.2.3 Marital status

Concerning the marital status of the participants in this study, 82.6 percent were married followed by 12.4 percent who were single. The remaining participants were divorced/separated and widowed constituting 3.2 percent and 1.8 percent of the total participants respectively as shown in table 4.1

4.2.4 Education level

Majority of the respondents who participated in the study had completed a diploma constituting 47.2 percent followed by certificate holders representing 31.6 percent. The remaining respondents had completed a Bachelor's degree and Master's degree level of education representing 18.8 percent and 2.5 percent of the respondents respectively as shown in table 4.1. The fact that majority of the participants were educated made it easy to collect data for the study since the participants were able to self-administer the questionnaire.

4.2.5 Experience

Among the study participants, 40.6 percent had worked with ADLG for ten (10) years and above, 28.6 percent had worked for 1-4 years, 23.3 percent had worked for 5-9 years, and the remaining 7.4 percent had worked with ADLG for less than one (1) year as shown in table 4.1. With majority of the participants experienced in ADLG, perceptions of participants were mainly based on their exposure to the local government and how things are done in their respective departments.

Table 4.1: Background of respondents

Bio-data	Frequency (n=283)	Percentage
Gender		
Male	160	56.5%
Female	123	43.5%
Age		
18-35 Years	133	47.0%
36+ Years	150	53.0%
Marital Status		
Single	35	12.4%
Married	233	82.6%
Divorced/Separated	9	3.2%
Widowed	5	1.8%
Education level		
Certificate	89	31.6%
Diploma	133	47.2%
Bachelor's Degree	53	18.8%
Master's degree	7	2.5%
PHD	0	0.0%
Experience		
Less than 1 year	21	7.4%
Between 1-4 years	81	28.6%
Between 5-9 Years	66	23.3%
10 years and above	115	40.6%

Source: Field data, 2022

4.3 Employee work mentality in Adjumani District Local Government.

4.3.1 Cognitive ability

The study revealed that on average about 76.8 percent of the staff of Adjumani District Local Government had very sharp and cute cognitive abilities which was derived from the level of agreement of staff on the following statements. 87.9 percent of staff had skills to perform their duties more easily, 81.6 percent of staff could quickly comprehend new workplace skills, 80.9 percent of staff quickly applied new workplace skills, 80.6 percent of staff had the knowledge to perform all their duties, 79.5 percent of staff always had ideas to solve workplace problems, 79.4 percent had the required academic qualifications for the job they are holding with ADLG, 78.4 percent of staff were very creative when handling situations at workplace, 74.6 percent of staff found it easy to excel in same tasks repeatedly, 73.5 percent of staff found it easy to take and complete new tasks, 69.9 percent of staff occasionally received job related trainings as shown in Table 4.2. However, the study also discovered that a significant proportion of staff took longer than three (3) months to adjust and master how to perform all their duties perfectly in Adjumani District Local Government representing about 23.8 percent of the participants as shown in Table 4.2.

Table 4.2: Level of cognitive ability among staff

Cognitive ability	SD+D	SD	D	NS	A	SA	SA+A
Have skills to perform duties more easily	5.3%	3.2%	2.1%	6.7%	40.1%	47.9%	87.9%
Quickly comprehends new workplace skills	6.0%	1.4%	4.6%	12.4%	54.4%	27.2%	81.6%
Quickly applies new workplace skills	6.0%	2.1%	3.9%	13.1%	51.1%	29.8%	80.9%
Occasionally receive job related trainings	14.5%	5.0%	9.6%	15.6%	53.9%	16.0%	69.9%
Have knowledge to perform all duties perfectly	7.8%	1.4%	6.4%	11.7%	45.2%	35.3%	80.6%
Find it easy to excel in same tasks repeatedly	8.1%	2.1%	6.0%	17.3%	48.1%	26.5%	74.6%
Find it easy to take and complete new tasks	9.9%	1.4%	8.5%	16.6%	55.8%	17.7%	73.5%
Take less than 3 months to learn and perform all duties perfectly	23.8%	4.3%	19.5%	18.1%	41.1%	17.0%	58.2%
Have ideas to solve problems at work-place	8.1%	1.1%	7.1%	12.4%	49.8%	29.7%	79.5%
Have required academic qualifications for job	11.3%	5.7%	5.7%	9.2%	33.0%	46.5%	79.4%
Very creative when handling situations at work	4.2%	1.1%	3.2%	17.3%	50.5%	27.9%	78.4%
Average	**9.5%**	**2.6%**	**7.0%**	**13.7%**	**47.5%**	**29.2%**	**76.8%**

Source: Field data, 2022

Qualitatively the study also showed that the staff of ADLG had a relatively higher cognitive ability as required for the different departments and responsibilities they perform. This was evident in an interview with the DEO ADLG who said;

> *"I think most of our staff have very good reasoning and understanding that reflects the level of their knowledge, skills and experience. They use the knowledge, skills and experience in accomplishing work tasks, roles and responsibilities. This justifies professionalism in executing duties"*

4.3.2 Personality Traits.

The study revealed that majority of the staff of Adjumani District Local Government exhibited a personality trait that could be summarized under openness with up to 74.3 percent of staff having the similar trait on average. This was identified from the attributes of participants like; 90.8 percent always preferred to work in a team, 90.5 percent of the staff had self-discipline while dealing with colleagues, 86.5 percent of staff had respect for other colleagues at

workplace, 85.5 percent of staff were straight forward while discussing work related issues, 84.8 percent always found it easy to forgive colleagues at workplace in case of trespass, 86.2 percent always assisted other staff to perform their duties, 86.2 percent found it easy to discuss work related challenges with colleagues, 64.0 percent of staff were always very happy at work place, 61.1 percent of staff always felt secure at workplace as shown in Table 4.3. The study, however also found that much talking was not very common among staff of Adjumani District since up to 34.3 percent of staff said that they were not very talkative while at workplace as shown in Table 4.3.

Table 4.3: Personality traits among staff

Personality traits	SD+D	SD	D	NS	A	SA	SA+A
Discuss work related challenges with colleagues	5.7%	3.2%	2.5%	8.2%	46.8%	39.4%	86.2%
Always prefer team work	3.2%	1.8%	1.4%	6.0%	30.0%	60.8%	90.8%
Relates very well with work mates	3.9%	2.1%	1.8%	10.6%	38.2%	47.3%	85.5%
Always assist other staff to perform their duties	4.6%	1.1%	3.5%	9.2%	37.1%	49.1%	86.2%
Often very talkative in my work place	34.3%	13.4%	20.8%	28.3%	27.2%	10.2%	37.5%
Always feel secure when at work place.	15.9%	6.7%	9.2%	23.0%	40.6%	20.5%	61.1%
Have minimal depression at work place	21.9%	7.8%	14.1%	27.2%	41.3%	9.5%	50.9%
Always very happy at work place	14.1%	2.8%	11.3%	21.9%	41.3%	22.6%	64.0%
Straight forward discussing work related issues	6.4%	1.1%	5.3%	8.1%	45.9%	39.6%	85.5%
Always forgive colleagues if they trespass	3.9%	1.8%	2.1%	11.3%	44.2%	40.6%	84.8%
Have self-discipline dealing with colleagues	4.6%	2.1%	2.5%	4.9%	45.2%	45.2%	90.5%
Have respect for other colleagues at work place	3.9%	1.4%	2.5%	9.6%	35.5%	51.1%	86.5%
Always trust work mates	17.0%	3.9%	13.1%	26.1%	38.2%	18.7%	56.9%
Average	**10.7%**	**3.8%**	**6.9%**	**15.0%**	**39.3%**	**35.0%**	**74.3%**

Source: Field data, 2022

The qualitative interview with the Principal human resource officer ADLG also concurred with the quantitative findings about the personality traits of staff of ADLG being relatively grouped under openness as a personality trait as quoted below;

> *"Most of the staff are approachable. Others are open while others don't open when faced with work challenges due to either respect or fear. However, only horizontal interaction is very common, but vertical interaction is not due to the leadership style, tradition and work culture here."*

4.3.3 Motivation

The study revealed that on average majority of the staff had a number of motivating factors that drive hard work in the District Local Government with; 75.6 percent of the participants having a desire to continue working for Adjumani District Local Government, 75.3 percent of staff having a clear career path in their current job, 71.6 percent of staff having created a lot of social networks because of their current job, 65.4 percent of participants feeling that their current job has provided security for themselves & family, 51.2 percent of staff able to meet their basic needs because of their current job. The study, however revealed lower scores in some motivating factors like; only 49.1 percent of staff were always recognized for work well done, only 45.6 percent of staff were able to put investments because of their current job, and up to 56.9 percent of staff felt they haven't attained the highest potential position in their department as shown in Table 4.4.

Table 4.4: Level of motivation of staff

Motivation	SD+D	SD	D	NS	A	SA	SA+A
Job is able to adequately provide basic needs	27.2%	9.2%	18.0%	21.6%	34.3%	17.0%	51.2%
Have a clear career path in job	6.4%	1.8%	4.6%	18.4%	54.1%	21.2%	75.3%
Job provided security for self and my family	14.5%	3.2%	11.3%	20.1%	44.5%	20.8%	65.4%
Has put investments because of job	31.4%	13.8%	17.7%	23.0%	32.2%	13.4%	45.6%
Job has greatly increased social networks	11.3%	2.5%	8.9%	17.0%	45.4%	26.2%	71.6%
Desire to continue working for ADLG	13.8%	4.2%	9.5%	10.6%	39.9%	35.7%	75.6%
Always recognized for work well done	27.6%	9.5%	18.0%	23.3%	32.9%	16.3%	49.1%
Achieved the highest position in department	56.9%	27.6%	29.3%	18.4%	18.0%	6.7%	24.7%
Average	**23.6%**	**9.0%**	**14.7%**	**19.1%**	**37.7%**	**19.7%**	**57.3%**

Source: Field data, 2022

According to the Deputy CAO ADLG, they motivate their staff of ADLG by use of the following approaches:

> *"Staff development through team work, coaching, mentorship and training, timely payment of salaries of staff, delegation of lower staff to represent at functions and meetings, autonomy in discharge of roles and responsibilities, timely appraisal and confirmation, recognition for work well done by writing, open door practice by*

allowing staff meet their supervisors anytime, feedback tendered, but there is problem in delivery due to poor facilitation of the registry."

4.4 Job performance in Adjumani District Local Government.

4.4.1 Effectiveness.

The study revealed that majority of staff in Adjumani District Local Government were effective in performing their duties with an average of 70.1 percent. The high level of effectiveness of staff in the local government was mainly because up to 87.3 percent of the staff always responded when called upon to support, 83.0 percent of the staff worked beyond the stipulated time requirement, 77.7 percent of the staff always supported their department in planning and solving emerging issues within the department, 74.1 percent of the staff followed strictly the work guidelines & rules, 65.7 percent of staff had received a capacity building training in the last three years, and 64.0 percent of staff always exceeded standard minimum requirement on the amount of services they are mandated to deliver to the public as shown in Table 4.5. However, it was also evident that about 43.8 percent of the staff of ADLG had never been rewarded by their respective departments for producing quality goods and services to clients as shown in Table 4.5.

Table 4.5: Effectiveness of staff

Effectiveness	SD+D	SD	D	NS	A	SA	SA+A
Follow strictly work guidelines and rules	6.7%	2.8%	3.9%	19.1%	50.4%	23.8%	74.1%
Provide quality goods and services to clients	43.8%	20.5%	23.3%	17.0%	27.6%	11.7%	39.2%
Have received capacity building training	25.4%	15.5%	9.9%	8.8%	45.2%	20.5%	65.7%
Exceed the standard minimum requirement on the amount of services to be delivered	14.5%	4.9%	9.5%	21.6%	50.5%	13.4%	64.0%
Always support department in planning and solving emerging issues	7.8%	2.8%	5.0%	14.5%	56.7%	20.9%	77.7%
Respond when called upon to support	3.9%	1.4%	2.5%	8.8%	48.1%	39.2%	87.3%
Work beyond stipulated time requirement	6.4%	2.1%	4.2%	10.6%	39.9%	43.1%	83.0%
Average	**15.5%**	**7.1%**	**8.3%**	**14.3%**	**45.5%**	**24.7%**	**70.1%**

Source: Field data, 2022

On the other hand, the qualitative aspect of the study also revealed a similar trend in the nature of effectiveness among staff of Adjumani district local government. For instance, the

researcher quoted the deputy CAO ADLG in a Key informant interview on his take on the level of effectiveness in the local government. According to him;

> *"I can say that Staff of Adjumani District Local Government are moderately effective in that they are able to understand what they are doing, they are also able to comply with the set rules and regulations. However, there is still a gap in complying with deadlines, especially in submission of Budget Framework Paper (BFP) and response to Audit Queries".*

4.4.2 Efficiency

The study found that on average, the level of efficiency among the staff of Adjumani District Local Government in performing their duties was very high with about 77.9 percent of staff actually efficient with only 7.0 percent having traits of inefficiency while performing their duties as shown in Table 4.6.

The high level of efficiency among staff was mainly due to the fact that; 86.9 percent of the staff always adhered to guidelines by LG on management of public resources, 81.6 percent always completed tasks assigned to them on time, 80.9 percent of staff always report to work station on all working days, 79.9 percent had the ability to prioritize activities with the limited resources provided to them, 73.1 percent could reduce the costs of doing activities without actually altering the quality & quantity of services provided to the public, and 62.5 percent always reported for work by 8:00 am everyday as shown in Table 4.6.

Table 4.6: Efficiency

Efficiency	SD+D	SD	D	NS	A	SA	SA+A
Always at work station every working day	8.8%	3.5%	5.3%	10.2%	41.3%	39.6%	80.9%
Always report for work by at most 8:00am	13.1%	3.9%	9.2%	24.4%	36.7%	25.8%	62.5%
Reduce the costs of doing activities without altering the quality and quantity of services	8.8%	3.5%	5.3%	18.0%	58.7%	14.5%	73.1%
Always complete tasks assigned on time.	4.2%	1.1%	3.2%	14.1%	55.5%	26.1%	81.6%
Prioritize activities with the limited resources	4.9%	2.1%	2.8%	15.2%	55.5%	24.4%	79.9%
Always adhere to guidelines for management of public resources.	3.2%	1.1%	2.1%	9.9%	59.7%	27.2%	86.9%
Ensure all resources are used economically	6.0%	1.1%	4.9%	13.4%	50.9%	29.7%	80.6%
Average	**7.0%**	**2.3%**	**4.7%**	**15.0%**	**51.2%**	**26.8%**	**77.9%**

Source: Field data, 2022

Qualitatively, the level of efficiency of the staff of Adjumani District Local Government according to the Production officer ADLG in a key informant interview was relatively good; however he cited some gaps in resource and time management as quoted below.

> *"Resource management is relatively poor in the local government since some staff have personal selfish interest than that of the local government. A case in point is that you find it is very common, especially in the production department, and health department for a staff to be having a local government motorcycle and a vehicle as well for his office, but cannot release one to be utilized by other staff who may not have any. In the management of vehicles and motorcycles you find even after the working hours' majority of staff still are using the public vehicles for personal use"*

> *"But this is not the case when it comes to time management. In the urban centers and district head quarter, time management among staff is okay; but when it comes to staff in sub-counties you find majority report to office very late some as late as mid-day since they commute from the towns to their respective workplaces and some even do not have means of transport."*

4.3.3 Goal Achievement

The study also revealed that on average, 70.1 percent of the staff of Adjumani District Local Government worked towards and always achieved set goals in the local government, while only 11.2 percent were not able to work towards and achieve goals. The high scores in the level of goal achievement among staff was achieved since; up to 80.9 percent of staff ensured that all the planned services to be provided to communities are provided, 79.9 percent of staff always completed all tasks assigned to them, 75.6 percent of the staff attended all staff meetings organized, 70.6 percent of the staff submitted quarterly and annual reports on time, 68.2 percent of the staff clearly understood the goal of Adjumani District Local Government with only 9.2 percent of the staff who do not understand the goal of ADLG well. However, much as majority of the staff agreed that ADLG will find it hard to achieve intended goals without them, up to 26.5 percent of the staff could not guarantee that as shown in Table 4.7.

Table 4.7: Goal achievement

Goal Achievement	SD+D	SD	D	NS	A	SA	SA+A
Clearly understand the goal of ADLG	9.2%	2.8%	6.4%	22.6%	44.9%	23.3%	68.2%
Adjumani district will find it hard to achieve intended goals in service delivery without me.	26.5%	10.6%	15.9%	27.9%	28.3%	17.3%	45.6%
Always complete all the tasks assigned	6.4%	2.5%	3.9%	13.8%	51.9%	27.9%	79.9%
Submit quarterly and annual reports in time	6.7%	1.8%	5.0%	22.7%	50.4%	20.2%	70.6%
Ensure planned services are offered	7.4%	1.4%	6.0%	11.7%	55.5%	25.4%	80.9%
Always attend staff meetings organized	11.0%	4.6%	6.4%	13.4%	42.0%	33.6%	75.6%
Average	**11.2%**	**4.0%**	**7.3%**	**18.7%**	**45.5%**	**24.6%**	**70.1%**

Source: Field data, 2022

The qualitative key informant interviews also supported the performance of ADLG in terms of goal achievement as highlighted in the speech of Deputy CAO ADLG as quoted below.

> *"In terms of goal achievement and performance of ADLG, we have been oscillating between 65-70% as per OPM assessment report in the last three years. This was mainly because the staff ceiling is not at 100% ,meaning that the gaps have to be filled by the available staff reducing their ability to achieve their goals, resource is not adequate which hinders service delivery. For example, transfers to lower local government under road fund for community access roads was scaled down in the financial year 2021-2022, therefore making it impossible for us to achieve intended goals like road maintenance.*"

4.4 Relationship between employee work mentality and job performance.

To determine the relationship between the employee work mentality and job performance of staff in Adjumani District Local Government, a multiple linear regression was performed with work mentality (cognitive ability, personality traits, and motivation) as the independent variable and performance of staff as the dependent variable.

Overall, the regression model was significant with; $F\ (3,279) = 96.25$, $p<0.001$, *Adjusted* $R^2=0.503$ implying that the model with the three independent predictors accounted for 50.3 percent of the variation in the dependent variable as shown in Table 4.8 and Table 4.9.

Of the predictors investigated, cognitive ability ($\beta = 0.296$, $t\ (279) = 6.133$, $p<0.001$, 95% CI of $\beta\ (0.201\text{-}0.391)$); Personality traits ($\beta = 0.294$, $t\ (279) = 5.902$, $p<0.001$, 95% CI of $\beta\ (0.196$-

0.392)): Motivation (*β = 0.135, t (279) = 3.655, p<0.001*, 95% CI of *β (0.062-0.207*)) were all significant factors in predicting the scores on performance of staff at 1% level of significance since p<0.001.

This therefore implies that for cognitive ability; as the scores on cognitive ability of staff of Adjumani District Local Government increases by 1 unit, performance scores increase by 0.339 units. For personality traits, it implies that as the scores of personality traits increases by 1 unit, the scores on performance increases by 0.336 units. For motivation, it implies that a unit increase in scores of motivation is associated with a 0.176-unit increase in performance scores of staff and all these effects are seen to be significant as shown in Table 4.10.

Table 4.8: Model summary

Model	R	R Square	Adjusted R Square	SE of the Estimate
1	.713[a]	.509	.503	.35641

a. Predictors: (Constant), Motivation, Cognitive ability, Personality Traits

Table 4.9: ANOVA[a] tests

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.680	3	12.227	96.250	.000[b]
	Residual	35.441	279	.127		
	Total	72.121	282			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Cognitive ability, Personality Traits

Table 4.10: Coefficients of the model

		Unstandardized Coefficients		Standardized Coefficients			95.0% CI for B	
Model		B	Std. Error	Beta	t	Sig.	Lower	Upper
1	(Constant)	1.032	.166		6.234	.000	.706	1.358
	Cognitive ability	.296	.048	.339	6.133	.000	.201	.391
	Personality Traits	.294	.050	.336	5.902	.000	.196	.392
	Motivation	.135	.037	.176	3.655	.000	.062	.207

a. Dependent Variable: Performance

Therefore, the model equation is written as;

$$\boldsymbol{Performance} = 1.032 + 0.339(Cognitive\ ability) + 0.336(Personality\ Trait) + 0.176(Motivation) + \varepsilon$$

4.5 Influence of government policy on the relationship between employee work mentality and job performance

To determine the moderating effect of government policy on the relationship between employee work mentality and job performance, a model 1 moderation regression model with process was conducted with level of performance as the dependent variable and employee work mentality as the independent variable with government policy as the single moderator.

The regression model was significant as shown in the model summary with F (3,279) = 101.19, p <0.001, R^2 =0.52 implying that the employee mentality and government policies explained 52% of the variance in job performance among staff of Adjumani District Local Government shown in Table 4.11.

The study revealed that despite the fact that government policies affected performance of staff, the moderation term (interaction) had a negative, but insignificant effect on the relationship between employee work mentality and performance since the p-value was greater than 0.05 implying a reduction in job performance as both forces of employee work mentality and government policies simultaneously act on staff performance as shown in table 4.12.

The insignificant moderating role of government policies on the relationship between employee work mentality and job performance was also demonstrated in the unconditional test of the interaction (moderation) between employee work mentality and government policy with F (1,279) = 2.6, p =0.11, R^2 =0.00 implying that the interaction (moderation) was not able to predict any variation in the job performance of staff as shown in Table 4.13 below.

Model: 1

Y: Performance, X: Mentality; **W**: Policies

Sample Size: 283

Outcome Variable: Performance

Table 4.11: Model Summary

R	R^2	MSE	F	df1	df2	p
0.72	0.52	0.12	101.19	3.0	279.0	0.00

Table 4.12: Coefficients of the model

	Coeff.	SE	t	p-value	95% CI
Constant	0.34	0.49	0.69	0.49	-0.63-1.31
Mentality	0.82	0.13	6.11	0.00	0.55-0.11
Government policy	0.38	-0.16	2.34	0.02	0.06-0.70
Interaction_1	-0.07	0.04	-1.61	0.11	-0.15-0.02

Product terms key: *Int_1: Mentality x government Policies*

Table 4.13: Test(s) of highest order unconditional interaction(s)

	R^2-change	F	df1	df2	p-value
X*W	0.00	2.60	1.00	279.00	0.11

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.0 Introduction

This chapter presents discussions of the key study findings comparing and contrasting with findings from other researchers in the same field. The chapter was sectioned based on the objectives of the study which were to (i) examine employee work mentality in Adjumani District Local Government, (ii) examine employee performance in Adjumani District Local Government, (iii) establish the relationship between employee work mentality and job performance in Adjumani District Local Government, (iv) determine the influence of government policy on the relationship between employee work mentality and job performance in Adjumani District Local Government.

5.1 Employee work mentality

In terms of cognitive abilities of staff, the study revealed that majority of the staff in Adjumani District Local Government had cognitive abilities that matched their respective job roles and responsibilities with most staff being able to perform all their day to day activities with ease and quickly comprehending & applying new work requirements. Recruitment in the local government also supported the staff since majority of the staff in the local government had all the job qualifications and requirements for the job they are posted in. Most staff in the local government were very good at reasoning and understanding that reflects the level of their knowledge, skills and experience. They applied the knowledge, skills and experience in accomplishing work tasks, roles and responsibilities. According to Hunter, (2017), cognitive ability is related to job performance in two ways. First, to the extent that the job calls for reasoning, planning, or memory, and speed, performance will depend on cognitive ability. Second, cognitive ability determines the extent to which a person masters the knowledge required for efficient and excellent performance. Cognitive ability is especially important if the job requires adjustment to novel circumstances or change in behavior due to changing job requirements.

The study also found out that majority of staff in the local government preferred working in teams, had self-discipline while dealing with colleagues, were straight forward and always found it very easy to discuss work related challenges with colleagues and were always happy at the work place. These personalities exhibited by the staff were related to the personality described by Jibowo, (2007) as “openness” and “Conscientiousness” in the Big Five traits since the staff were highly creative, curious, and artistically sensitive as well as were responsible,

organized, dependable, and persistent. The research finding was comparable with findings from a study conducted by Masagazi, (2022) among staff of Makerere University library department in determining the role of personality on their job performance. The findings state that Personality traits positively correlated with Job performance and Conscientiousness as a trait is having attributes that directly relate to Job performance of employees with highest weights. Conscientiousness, Extraversion, Openness to experience, Agreeableness have positive and significant impact on Job performance of employees while Neuroticism has negative and significant impact on Job performance of employees at Makerere University library department.

The study also revealed that the staff of the local government had several factors that motivate them to perform their duties in the local government both intrinsic and extrinsic including having a clear career path in their job, having created several social networks, feeling of safety and security because of the job, however, their most serious demotivating factor was the fact that majority of them still feel they haven't attained their full potential in the local government and therefore tend to work as though any opportunity surfaces to be employed somewhere else they are more likely to take them. This scenario puts their performance at question since they won't demonstrate any sense of belonging to the local government and therefore are prone to acting irresponsibly. This notion was supported by Hajiali et al., (2022) in a study on work motivation and job performance who found that Employee motivation in existence, connectedness, and growth is still low, but it is necessary to improve employee job satisfaction and concluded that employee motivation is key to any organization's success. It drives commitment and energy that workers need to bring to their role every day. Without it, companies experience reduced productivity, lower levels of output and it's likely that the company will fall short of reaching important goals too.

5.2 Job performance

The study revealed that the effectiveness of staff in the local government was relatively high with majority of staff in Adjumani District Local Government able to follow strictly work guidelines & rules, able to work beyond the stipulated time requirements, able to exceed standard minimum requirement on the amount of services they are mandated to deliver to the public. However, it was also worth noting that a significant proportion of staff in the local government had never been rewarded by their departments for producing quality goods and services to clients.

The study also found out that level of efficiency among staff of Adjumani District Local Government was relatively high with majority of staff adhering to guidelines by local

government on the management of public resources, completed tasks on time, able to prioritize activities with the limited resources, and reported early for daily work, especially for the staff working in villages who commute from distant towns.

It was also found out that majority staff of Adjumani District Local Government worked very hard and always managed to achieve goals set by local government with very few staff who were not able to achieve set goals. They always ensured that planned services were provided to the communities, all tasks assigned were completed and as well submitted quarterly and annual reports on time. Majority of the staff also demonstrated a proper understanding of the goal of Adjumani district local government.

With the level of job performance revealed in this study in terms of efficiency, effectiveness and goal achievement in all four areas of local government activities, which include Education, health water and cross-cutting issues, it generally demonstrated a very high level of performance in the local government, especially when compared to the national average derived from the 2020/21 local government performance assessment report whose results indicated a 36% average performance of Local Governments in both minimum conditions and performance measures. The low performance in most LGs has been attributed to poor performance in the core performance indicators which largely focus on staffing and environmental and social safeguards which greatly determine the overall score. On the other hand, Adjumani District Local Government was ranked number 119 in the entire country in terms of performance with an average of 24% which was 12% lower than the national average.

The discrepancy identified in the study may have been induced by the covid-19 pandemic in which there was a countrywide lockdown which lasted during the period 2020/21 with most local governments running at below capacity due to restrictions. Currently the tables have turned and Adjumani District has registered a significant rise in the level of job performance.

5.3 Relationship between employee work mentality and job performance

This study found a significant moderate positive relationship between the cognitive ability of staff and the performance of staff in Adjumani District Local Government; meaning that as the cognitive abilities of a staff is increasing, their level of performance will subsequently increase significantly.

This finding derived in this study about a positive moderate and significant relationship between cognitive abilities and performance of staff is comparable with findings from a study conducted by Alonso et al. (2008) who meta-analyzed thirteen (13) studies linking cognitive ability and citizenship performance and found an uncorrected positive correlation of 0.05.

In another study conducted by Schmidt, (2018), it was also revealed that most organizations consider cognitive ability as a benchmark for recognizing a candidate's ability to perform at the job with organizations considering pre-employment cognitive aptitude tests as very highly successful at identifying the candidates who are most likely to succeed in performing well in their positions once recruited.

Also, according to a study conducted by Khalid and Traynor (2021) on the role of cognitive abilities on the performance of three aviation-related jobs, cognitive abilities are positively related to job performance. However, their only argument was that there is less agreement about the relative contribution of general versus specific cognitive abilities to job performance. Similarly, it is not clear how cognitive abilities operate in the context of complex occupations. Overall, they concluded that importance of particular cognitive abilities tends to vary across the job occupations, and each occupation has different sets of essential abilities. Importantly, the interplay of general versus specific abilities is different across occupations, and some specific abilities also show substantial predictive power.

The researcher therefore holds the ground that cognitive abilities can be proven to have a significant positive relationship with performance of staff with high cognitive ability individuals being better equipped to acquire the knowledge & skills needed to perform their jobs at the highest levels.

It was also found out that personality traits had a significant moderate positive relationship with performance of staff of Adjumani District Local Government. In other words, the study revealed that as the scores on the personality traits of a staff increases, the performance of the staff also increases. Increase in the personality traits in the study is increasing the level of openness and freedom among staff; in other-words as the staff become more open and free as they work they tend to perform better and vice-versa.

The positive role of personality traits in determining job performance as revealed in this study was also comparable with a study conducted by Nahid and Hoseyn (2013) to examine the relationship between personality traits and job performance in the education department of Kerman province. Results showed that there was a significant relationship between job performance and personality traits, such as personality traits are important components of job performance.

This was also evident in a current study conducted by Ilhan et al., (2023) on both direct and mediating relationships between values, personality, job satisfaction, and performance within the framework of value perception theory. It was found out that personality traits do not have

a mediating effect on the relationship between personal values and job satisfaction, but rather personality traits have a mediating effect on the relationship between personal values and sales performance.

A positive role of personality of staff on their performance was also found in a study conducted by Sancar & Yalman (2022) to determine the effect of the personality characteristics of healthcare workers on their perceptions of organizational support and organizational trust and job performance. According to the results obtained from their regression analysis, it was seen that the high level of extraversion, responsibility, and openness characteristics of health workers positively affected their perceptions of organizational support. Therefore, they concluded that healthcare professionals who were more extrovert, adaptable, and responsible showed higher organizational support and organizational trust. It is suggested that personality traits being compatible with the organization may have a positive effect on outputs such as employee performance, job satisfaction, commitment, and motivation.

The researcher therefore argues that personality of staff matters in job performance. One reason has to do with how well a person's personality fits the job, the team, and the overall organization. Poor fit is a major cause of conflict and turnover. Personality will affect whether people are hired, promoted, derailed, will help others, be seen as a leader, and so on. Therefore, gaining an understanding of different personality traits can help workers grow and managers engage more effectively with their employees.

This study also revealed a positive, moderate and significant relationship between staff motivation and staff performance in Adjumani District Local Government; implying that the more a staff feels motivated the more the staff is expected to perform better in the local government.

A study on job stress, motivation and work performance among employees of Kampala capital city authority found a significant positive relationship between motivation and work performance among KCCA employees. According to the findings, there was a positive significant relationship between motivation and work performance meaning an increase in motivation results in an increase in job performance and vice versa (Obbo 2019).

The study finding was also comparable with findings of a study conducted by Fahmi et al., (2023) to find out the triggers for motivation and job training on employee performance at PT BPR Sukasada who revealed that motivation variables and job training variables have a positive and relevant impact on employee performance at PT BPR Sukasada. The results shown in

multiple linear regressions also showed that the motivation variables and job training variables play a positive influence on employee performance at PT BPR Sukasada.

A study by Ranganathan, (2018) also supports the finding in this study on the positive relationship between motivation and job performance. Ranganathan, (2018) study was to investigate the effect of motivation on job performance of librarians in academic libraries in Gombe State, Nigeria and revealed that monetary motivation factors such as salaries or wages, bonuses and incentives have improved the performance of librarians in academic libraries in Gombe State, Nigeria.

Much as earlier research could not succeed in establishing a positive correlation between employee motivation and performance, later research suggested that indeed a positive relationship exists between the two. This relationship becomes clear when satisfaction is added in the formula; the result is a self-reinforcing circle of performance, satisfaction and motivation. An employee achieves a high performance because certain motivating characteristics are provided at the job and they have the ability to reach that performance. From the resulting high performance, the employee derives internal satisfaction and is motivated to perform well in the future.

The researcher therefore argues that employee motivation is one of the important factors that can help the employer improve employee and organizational performance. This is because through employee motivation, the employer can encourage the employees by enhancing their skills and also by improving their morale to work thereby improving their performance. Personalities of employees react differently to motivational factors. Some persons are more intrinsically and others are more extrinsically motivated and this causes different performances among employees. It is generally accepted that an employee's performance is based on individual factors, namely: personality, skills, knowledge, experience and abilities

5.4 Moderation influence of government policy on the relationship between employee work mentality and job performance

The study revealed that much as government policies affected performance of staff, the moderation term (interaction between government policies and employee mentality) had a negative, but insignificant effect on the relationship between employee work mentality and performance implying a reduction in performance as both forces of employee mentality and government policy simultaneously influence staff.

The study findings of the lack of a statistically significant moderation effect of government policies on the relationship between employee cognitive ability and performance of employees

was, however, not the case as compared with the findings from a study conducted by Esau, (2011) whose work was to establish the factors affecting staff performance in Local Governments in Uganda, a case study of Kasese District. The study conducted a correlation analysis and T-Test analysis with findings showing that government policy has a significant moderator effect on staff performance.

The researcher, however, noted that government policies had a direct positive relationship with performance of staff of local government. Policies on reward management for example were way back argued by Karanzi, (2012) to have a significant relationship with performance in his report which was aimed at investigating the effect of reward management on employee performance in the local governments of Uganda with particular reference to Mbarara District Council (MDC). The study findings established that there was a significant relationship between reward types and employee performance, reward policies and employee performance and reward processes and employee performance in the local government of Uganda.

Even in private institutions, management of policies had significant influence on the performance, especially policies on rewards and sanctions. This notion is also supported by Anyango, (2018) who found out that whenever rewards and recognition scheme in an organization is solely implemented based on employee performance and when the reward system is tied to individual performance, higher productivity and performance among staff of the company should be expected. On the influence of sanctions on employee performance, Anyango, (2018) found that lack of immediate disciplinary action impacts negatively on employee's performance and that sanction should be effected only after more positive teaching or training has failed to achieve the desired results in the respective employee's performance.

CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

This section presents the summary of findings, conclusions arrived at and recommendations made by the researcher based on the study findings and concludes by suggesting areas that call for further research geared towards better understanding of employee work mentality and its relationship with job performance.

6.1 Summary of findings

6.1.1 Employee work mentality

The study found out that the staff of Adjumani District Local Government demonstrated a mentality that enhanced their ability to perform well in their job responsibilities. In terms of cognitive abilities, the study revealed that the staff of Adjumani District Local Government had abilities that matched their job roles and were able to perform all their duties and responsibilities with ease. While concerning personality, the study revealed that the staff portrayed a trait that could be summarized as “openness” and “conscientiousness” by being able to freely discuss and share with their colleagues work challenges; they also found it very easy to work in team which has made it very easy for them to perform well. They were also responsible, organized, dependable, and persistent in executing their duties. Several motivators were also identified among the staff both intrinsic and extrinsic which drive their performance, for example; majority of the staff looked forward to continue working for the local government due to a clear career path driven by their current job.

6.1.2 Job performance

The study revealed that performance of staff of Adjumani District Local Government was relatively high as majority of them were very effective in performing their duties in respect to adherence to work guidelines, policies and laws. It was also established that the level of efficiency was relatively high in terms of management of the scarce resources and planning on their efficient use to meet intended objectives and goals of the local government.

6.1.3 Relationship between employee work mentality and job performance

This study revealed that cognitive ability of staff has significant moderate positive relationship with performance of staff in Adjumani District Local Government; meaning that as the cognitive abilities of a staff is increasing, their level of performance also improves in the workplace.

The study also found out that personality traits had a significant moderate positive relationship with performance of staff. In other words, increase in the level of openness and freedom among staff in a specific work place or department increases the performance of staff.

This study also showed that motivation at workplace had a positive, moderate and significant relationship with staff performance implying that the more a staff feels motivated the more the staff is expected to perform better in the local government.

6.1.4 Moderation influence of government policy on the relationship between employee work mentality and employee performance

The study revealed that government policies did not have a significant moderation (interaction) effect on the relationship between employee mentality and employee performance. However, there was a significant direct effect of government policies on the performance of staff when the policies on rewards and sanctions are managed well, the better the performance of staff in local government.

6.2 Conclusions

Considering the study findings and the discussions in relation to findings from other scholars, the researcher therefore made the following conclusion sectioned by the specific objectives of this study.

6.2.1 Employee work mentality

In conclusion therefore, the mentality driving staff motivation and performance in Adjumani District Local Government is characterized with relatively high cognitive abilities, traits that mimics openness & Conscientiousness personality, coupled with several motivating factors. Staff of ADLG had abilities that matched their job roles and were are able to freely discuss and share with their colleagues' work challenges, found it very easy to work in team. Adjumani District Local Government often employed several motivating factors both intrinsic and extrinsic including recognition, providing security for self &family for staff, promotions based on merit among others.

6.2.2 Job performance

The study concluded that the level of performance among staff of Adjumani District Local Government was generally good basing on their level of effectiveness, efficiency, and goal achievement. Staff in the local government demonstrated high level of adherence to and observance of guidelines from the ministry of local government on how work should be done. They also exhibited a high level of efficiency in the management of the limited resources to

carry out all the activities with the level of achievement of intended goals relatively being high amidst frequent delays in the disbursement of funds by the ministry of finance planning and economic development.

6.2.3 Relationship between employee work mentality and job performance

In terms of the relationship between job performance and cognitive ability, the researcher concluded that cognitive ability has a significant positive effect on the performance of staff with staff who have a higher cognitive ability suited for a specific job specification and able to perform better than those with lower cognitive abilities.

The study also concluded that personality of individual staff influences their level of performance in the local government with staff who exhibit high level of extraversion, responsibility, and openness characteristics having higher performance in the work place. These staff often have personality traits that fit the job they are doing well hence resulting in high performance among the staff.

The study also concluded that motivation of staff is very necessary in-order to increase their level of performance since highly motivated staff were predicted to have higher level of performance. Motivation among staff of Adjumani District Local Government included both intrinsic and extrinsic in nature.

6.2.4 Moderation influence of government policy on the relationship between employee work mentality and job performance

The study indeed concluded that government policies only have a direct relationship with the performance of the staff, but did not significantly moderate the relationship between the mentality of staff and their performance in the workplace.

6.3 Recommendations

The study recommended that the top management of local government should develop tools for periodically measuring employee work mentality including their personality, cognitive abilities and level of motivation in order to ensure better staff mix and placement hence placing employees in work stations where they can be more productive and perform best.

It was also recommended that management of local government should be careful when measuring employees' job performance. Job performances in local government is always measured by supervisory ratings, however, these ratings are highly subjective. Objective measurements do exist, but they are scarce. Therefore, it could be difficult for local government to see the actual result of their attempts to motivate their employees to perform.

The study recommended that the Ministry of Local Government should put in more effort in emphasizing on the roles of political leaders and technical staff; so that political interference is minimized. This can be by having semi-annual review meetings on roles of each. This will make the technical staff perform better without undue interference.

It was also recommended that selective rewarding system in terms of salary enhancement, staff recruitment and promotion should be avoided to eliminate cases of demotivating staff thereby affecting their work performance hence compromising service delivery.

6.4 Areas for further studies

To dive deeper into the subject of performance in local governments, the researcher suggests the following areas for more studies: -

1. The role of leadership styles on the performance of staff in Local government.
2. Employee attitudes and performance of staff in Local governments of Uganda.
3. Working environment and performance of staff of local government of Uganda.

REFERENCES

Abdallah, Y., & Alhassan, I. (2021). Estimating Job Satisfaction and Commitment Correlate of Senior Staff Members of the University for Development Studies, Tamale, Ghana. European Journal of Human Resource, 5(2), 19-32.

Anglim, J., Horwood, S., Smillie, L. D., Marrero, R. J., & Wood, J. K. (2020). Predicting psychological and subjective well-being from personality: A meta-analysis. Psychological Bulletin, 146(4), 279–323. https://doi.org/10.1037/bul0000226

Arinze, S., Onoh, C. S., Chioma, J., & Arinze, S. (2018). Effect of Managing Employee Attitudes for Improved Performance of L . G . S . C ., Enugu , Nigeria Effect of Managing Employee Attitudes for Improved Performance of L . G . S . C ., Enugu , Nigeria. 7(4), 64–77. https://doi.org/10.6007/IJAREMS/v7-i4/4938

Askarian, Nahid; Hoseyn, E. (2013). ijcrb.webs.com D. INTERDISCIPLINARY JOURNAL OF CONTEMPORARY RESEARCH IN BUSINESS, 5(8), 322–335.

Baumann, M. R., & Bonner, B. L. (2017). An Expectancy Theory Approach to Group Coordination: Expertise, Task Features, and Member Behavior. Journal of Behavioral Decision Making, 30(2), 407–419. https://doi.org/10.1002/bdm.1954

Boshoff, C., & Arnolds, C. (1995). Some antecedents of employee commitment and their influence on job performance: A multi foci study. South African Journal of Business Management, 26(4), 125-135.

Brewer, L. (2019). General psychology: Required reading. Personality Traits, 1–324.

Chin-Wen Liao. (2012). Work values, work attitude and job performance of green energy industry employees in Taiwan. African Journal of Business Management, 6(15). https://doi.org/10.5897/ajbm11.1449

Darby, V., & Morrell, D. L. (n.d.). Generations at Work : A Review of Generational Traits and Motivational Practices Impacting Millennial Employees. 8(April 2019), 1–13.

Darya, B. S. (2013). Concept of Female Professional Mentality. Procedia - Social and Behavioral Sciences, 86, 289–294. https://doi.org/10.1016/j.sbspro.2013.08.566

Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. Sustainability, 12(15), 6086.

Dunlop, P. D., Holtrop, D., Ashby, L. M., Bharadwaj, A., & Donovan, J. J. (2022). Valence, Instrumentality, Expectancy, and Ability as Determinants of Faking, and the Effects of Faking on Criterion-Related Validity. Journal of Business and Psychology, 37(6), 1215–1233. https://doi.org/10.1007/s10869-022-09797-0

ESAU, M. (2011). FACTORS AFFECTING STAFF PERFORMANCE IN LOCAL GOVERNMENTS IN UGANDA: A CASE STUDY OF KASESE DISTRICT.

Fahmi, I., Zainal, V. R., & Nawangsari, L. C. (2023). The Effect of Motivation and Job Training on The Performance of Employees of PT BPR Sukasada Palembang City. 1(4), 397–401.

Hajiali, I., Fara Kessi, A. M., Budiandriani, B., Prihatin, E., Sufri, M. M., & Sudirman, A. (2022). Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction and Employee Performance. Golden Ratio of Human Resource Management, 2(1), 57–69. https://doi.org/10.52970/grhrm.v2i1.160

Hunter, J. E. (2017). A Causal Analysis of Cognitive Ability, Job Knowledge, Job Performance, and Supervisor Ratings. In Performance Measurement and Theory (pp. 257–266). Routledge. https://doi.org/10.4324/9781315211947-13

İLHAN, E., EROĞLU, U., & TOYGUR EROGLU, D. (2023). Investigation of the Effect of Personal Values and Personal Traits as Mediator Variables on Job Satisfaction and Sales Performance. Yönetim Bilimleri Dergisi, 146–168. https://doi.org/10.35408/comuybd.1197149

Jain, A. K., & Sullivan, S. (2020). An examination of the relationship between careerism and organizational commitment, satisfaction, and performance. Personnel Review, 49(8), 1553-1571.

Jaipong, P., Nyen Vui, C., & Siripipatthanakul, S. (2022). A case study on talent shortage and talent war of True Corporation, Thailand. International Journal of Behavioral Analytics, 2(3), 1-12.

Jamal Ali, B., & Anwar, G. (2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. International Journal of Engineering, Business and Management, 5(2), 21–30. https://doi.org/10.22161/ijebm.5.2.3

KARANZI, N. (2012). REWARD MANAGEMENT AND EMPLOYEE PERFORMANCE IN THE LOCAL GOVERNMENT OF UGANDA: A CASE STUDY OF MBARARA DISTRICT COUNCIL.

Kenny, S. V. (2019). Employee Productivity And Organizational Performance: A Theoretical Perspective. Munich Personal RePEc Archive, 93294, 1–11.

Komakech, E., Obici, G., & Mwesigwa, D. (2021). Intellectual stimulation and employee performance: Reflections on mid-level healthcare workers in Lira district, Uganda. International Journal of Thesis Projects and Dissertations (IJTPD), 9(2), 24–35.

Liu, Y., & Gu, X. (2020). Media multitasking, attention, and comprehension: a deep investigation into fragmented reading. Educational Technology Research and Development, 68(1), 67–87. https://doi.org/10.1007/s11423-019-09667-2

Lucas-Mangas, S., Valdivieso-León, L., Espinoza-Díaz, I. M., & Tous-Pallarés, J. (2022). Emotional Intelligence, Psychological Well-Being and Burnout of Active and In-Training Teachers. International Journal of Environmental Research and Public Health, 19(6), 3514. https://doi.org/10.3390/ijerph19063514

Mardanov, I. (2020, November). Intrinsic and extrinsic motivation, organizational context, employee contentment, job satisfaction, performance and intention to stay. In Evidence-based HRM: a Global Forum for Empirical Scholarship (Vol. 9, No. 3, pp. 223-240). Emerald Publishing Limited.

Mardanov, I. (2021). Intrinsic and extrinsic motivation, organizational context, employee contentment, job satisfaction, performance and intention to stay. Evidence-Based HRM: A Global Forum for Empirical Scholarship, 9(3), 223–240. https://doi.org/10.1108/EBHRM-02-2020-0018

Masagazi, W. (2022). Personal traits and job performance among workers at Makerere University Library Department. Makerere University.

Motowidlo, Stephan J. "Job performance." Handbook of psychology: Industrial and organizational psychology 12.4 (2003): 39-53.

Obbo, Mac, A. (2019). Job Stress, Motivation and Work Performance Among Employees of Kampala Capital City Authority. (Issue November).

Okpara, N., & Mamman-Muhammad, A. (2022). Imperatives of Anti-corruption Initiatives in Enhancing Public Service Delivery in Africa (pp. 105–129). https://doi.org/10.1007/978-3-031-04325-3_7

Ranganathan, C. (2018). International Journal of Information Retrieval and Management. February. http://14.139.186.108/jspui/bitstream/123456789/31697/9/2017vol_5_ravichandran.PDF

ROSENELL, ANYANGO, O. (2018). PERCEIVED INFLUENCE OF REWARDS AND SANCTIONS ON EMPLOYEE PERFORMANCE AT KENYA POWER COMPANY LIMITED.

SANCAR, T., & YALMAN, F. (2022). THE EFFECT OF PERSONALITY CHARACTERISTICS OF HEALTHCARE WORKERS ON THEIR PERCEPTIONS OF ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL TRUST. İşletme Bilimi Dergisi, 10(3), 387–406. https://doi.org/10.22139/jobs.1163371

Semkovska, M., Quinlivan, L., O'Grady, T., Johnson, R., Collins, A., O'Connor, J., Knittle, H., Ahern, E., & Gload, T. (2019). Cognitive function following a major depressive episode: a systematic review and meta-analysis. The Lancet Psychiatry, 6(10), 851–861. https://doi.org/10.1016/S2215-0366(19)30291-3

Shabangu, K. M., Kahn, S. B., & Thani, X. C. (2022). Critical Considerations for Effective Discipline Management in the Public Sector. Administratio Publica, 30(4), 71-95.

Staw, B. M. (1976). Knee-deep in the big muddy: A study of escalating commitment to a chosen course of action. Organizational behavior and human performance, 16(1), 27-44.

Tietjen, M. A., & Myers, R. M. (1998). Motivation and job satisfaction. Management decision, 36(4), 226-231.

Torfing, J. (n.d.). Collaborative innovation in the public sector. In Handbook of Innovation in Public Services (pp. 301–316). Edward Elgar Publishing. https://doi.org/10.4337/9781849809740.00032

Waithaka, D., Gilson, L., Barasa, E., Tsofa, B., & Orgill, M. (2023). Political prioritisation for performance-based financing at the county level in Kenya: 2015 to 2018. International Journal of Health Policy and Management, 12.

WANGECHI, B., KIRAGU, D., & SANG, A. (2018). Role of Reward Systems on Job Satisfaction of Employees in the County Government of Nyeri, Kenya. International Journal of Academic Research in Accounting, Finance and Management Sciences, 8(1), 196–204. https://doi.org/10.6007/ijarafms/v8-i1/4045

Williams, K. M., Nathanson, C., & Paulhus, D. L. (2010). Identifying and profiling scholastic cheaters: Their personality, cognitive ability, and motivation. Journal of Experimental Psychology: Applied, 16(3), 293–307. https://doi.org/10.1037/a0020773

Yang, H., & Zhao, D. (2015). Performance Legitimacy, State Autonomy and China's Economic Miracle. Journal of Contemporary China, 24(91), 64–82. https://doi.org/10.1080/10670564.2014.918403

APPENDICES

Appendix 1: Questionnaire

Dear Respondent,

My name is Sabi Yazid Jackson, a student at Gulu University conducting a study on employee work mentality and job performance with a focus on Adjumani district local government.

The study is purely for academic purposes, as a partial fulfillment of the requirements for the award of Master's Degree in Business Administration of Gulu University.

You are kindly requested to answer all questions in this questionnaire as honestly as possible. You should not write your name or anything that can identify you directly on this questionnaire to preserve your anonymity (identity).

Any information provided will be used exclusively for the purpose stated above and will be treated with strict confidentiality.

Section A (Bio Data)	
Gender	1. Male ☐ 2. Female ☐
How old are you currently (In completed years)	…….
What is your current marital status	1. Single ☐ 2. Married ☐ 3. Divorced/Separated ☐ 4. Widowed ☐ 5. Others, Specify …….
What is your highest level of education	1. Certificate ☐ 2. Diploma ☐ 3. Bachelor's Degree ☐ 4. Master's Degree ☐ 5. PHD 6. Others, Specify …….
How many years have you worked in Adjumani district Local government?	1. Less than 1 year ☐ 2. Between 1-5 years ☐ 3. Between 5-10 years ☐ 4. 10 years and above ☐

Which department do you currently work in?	1. Management and support services ☐ 2. Finance and planning ☐ 3. Statutory bodies ☐ 4. Community based services ☐ 5. Education and sports ☐ 6. Health ☐ 7. Production and marketing ☐ 8. Environment and Natural resources ☐ 9. Trade and industry ☐ 10. Others, Specify …….

Section B (Independent variable and moderating variable)

In this section, use the five point likert scale provided to indicate the best option that reflects your opinion on each of the statements/questions below. Tick the number that best describes your opinion on the statements. 5= Strongly Agree, 4= Agree, 3= Neither Agree nor Disagree, 2= Disagree and 1= Strongly Disagree.

Please **Tick** the most appropriate option in relation to the statements/questions below.

	Employee mentality	**Scale**				
	Cognitive ability	**1**	**2**	**3**	**4**	**5**
1.	The skills I have enable me perform my duties more easily.					
2.	I am able to quickly comprehend new workplace skills.					
3.	I am able to quickly apply new workplace skills to improve on my work.					
4.	I occasionally receive trainings relevant to my job duties.					
5.	I have knowledge to perform all my duties perfectly.					
6.	I always find it easy to excel in the same tasks repeatedly.					
7.	I find it easy to take and complete new tasks in my work place.					
8.	It took me less than 3 months to learn and perform all my duties perfectly.					
9.	I always have ideas to solve problems in my work place.					
10.	I have all the required academic qualifications for my position.					
11.	I am always very creative when handling situations in my work place.					
	Personality traits	**1**	**2**	**3**	**4**	**5**
1.	I freely discuss work related challenges with colleagues.					
2.	I always prefer team work.					
3.	I relate very well with my work mates.					
4.	I always assist other staff who seek for my support to perform their duties.					
5.	I am often very talkative in my work place.					
6.	I always feel secure when I am at my work place.					
7.	I have minimal depression at my work place.					

8.	I always find myself very happy at my work place.					
9.	I am always very straight forward when discussing work related issues with work mates.					
10.	I always forgive colleagues if they trespass against me at work place.					
11.	I always have self-discipline when dealing with colleagues.					
12.	I always have respect for other colleagues at work place.					
13.	I always trust my work mates.					
	Motivation	**1**	**2**	**3**	**4**	**5**
1.	My job is able to adequately provide basic necessities of life for me and my family.					
2.	I have a clear career path in my job.					
3.	The stability of my job has provided security for me and my family.					
4.	I have been able to put investments because of my job.					
5.	My job has greatly increased my social networks.					
6.	I have personal desire to continue working for Adjumani district local government.					
7.	I am always recognized for work well done in Adjumani district local government.					
8.	I feel I have achieved the highest position that I was dreaming of in my department.					
Government policies						
	Rewards	**1**	**2**	**3**	**4**	**5**
1	The reward system for best performers is transparently managed.					
2	Employee performance records are always referred to for decision making on rewards.					
3	I am always rewarded for a job well done.					
4	Promotions to higher positions are always based on good performance.					
5	Performance rewards is always given on merit.					
6	Team efforts are always encouraged and rewarded.					
7	Performance rewards always match achievements of employees.					
	Sanctions	**1**	**2**	**3**	**4**	**5**
1	I understand all sanctions (punishments) relating to my job.					
2	Sanctions are fairly administered.					
3	Sanctions for misconduct are consistently applied.					
4	Employee misconducts are always checked and actions taken immediately.					
5	Sanctions applied are always corrective in nature.					
	Autonomy	**1**	**2**	**3**	**4**	**5**
1	We design work plan for our department.					
2	Everyone's input is always considered in designing work plan.					
3	We have guidelines at departmental level that promote flexibility at work.					
4	Employees have the freedom to justify their actions.					

Section C (Dependent variable)

In this section, use the five point likert scale provided to indicate the best option that reflects your opinion on each of the statements/questions below. Tick the number that best describes your opinion on the statements. 5= Strongly Agree, 4= Agree, 3= Neither Agree nor Disagree, 2= Disagree and 1= Strongly Disagree.

Please **Tick** the most appropriate option in relation to the statements/questions below.

	Effectiveness	**1**	**2**	**3**	**4**	**5**
1	I always follow strictly all the work guidelines and rules.					
2	I have been rewarded by my department at least once for producing quality goods and services to clients.					
3	I have received capacity building training in the last three years which has improved my performance.					
4	I always exceed the standard minimum requirement on the amount of services to be delivered by a staff in my department.					
5	I have always supported my department in planning and solving emerging issues that confront us.					
6	I always respond when called upon to support even when I am off duty.					
7	I always work beyond the stipulated time requirement as long as there is still something I am supposed to do.					
	Efficiency	**1**	**2**	**3**	**4**	**5**
1	I am always at my work station every working day.					
2	Always I report for work by at most 8:00am every working day.					
3	I always ensure reducing the costs of doing activities without altering the quality and quantity of services.					
4	I always complete tasks assigned to me on time.					
5	I always prioritize activities with the limited resources at hand.					
6	I always adhere to guidelines for management of public resources.					
7	I always ensure that all resources are used economically.					
	Goal achievement	**1**	**2**	**3**	**4**	**5**
1	I clearly understand the goal of Adjumani District Local Government					
2	Without me or any immediate replacement in my office Adjumani district will find it hard to achieve intended goals in service delivery.					
3	I always complete all the tasks assigned to me.					
4	I always submit my quarterly and annual reports in time.					
5	I always ensure that all planned services are offered to the beneficiaries as planned.					
6	I always attend departmental and general meetings organized for staff of Adjumani district local government.					

Thanks

Appendix 2: Key Informant Guide

1. Are all your employees equipped with all the knowledge and skills required to perform their respective duties? If no what mechanisms is in place to ensure employees have the required skills to perform their duties.
2. Personality differs from person to person; among your employees how do you rate their personality in general? Probe for reasons to support choice.
3. How are employees of Adjumani District Local Government motivated to work?
4. In general, how do you rate the level of employee effectiveness in Adjumani district local government?
5. How do you rate the level of employee efficiency in Adjumani district local government?
6. In general, how do you rate the level of goal achievement in Adjumani district local government?
7. What is the level of autonomy among employees of Adjumani district local government?
8. How is good performance rewarded in Adjumani district local government?
9. Are sanctions/punishments given to errant staff applied swiftly, fairly and consistently?

Appendix 3. Krejcie and Morgan table

Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*

Appendix 4: Similarity Test

GULU UNIVERSITY

P.O. Box 166
Gulu, Uganda

Tel: +256-471-32924
Fax: +256 471343095
Emails: ul@gu.ac.ug
URL: www.gu.ac.ug

OFFICE OF THE UNIVERSITY LIBRARIAN

PLAGIARISM CHECK

Declaration for Originality Form

This form must be completed and signed for all scholarly work produced.

Name: MR. SABI YAZID JACKSON

Personal File No.(staff) Reg. (**student**). 18/U/2564/MBA

Faculty/Institute: BUSINESS AND DEVELOPMENT STUDIES

Department: FINANCE AND ACCOUNTING

Title and bibliographic description of the work:

EMPLOYEE WORK MENTALITY AND JOB PERFORMANCE IN LOCAL GOVERNMENT, A CASE STUDY OF ADJUMANI DISTRICT LOCAL GOVERNMENT, UGANDA

Declaration.

1. I understand what plagiarism is and I am aware of the University policy on this regard,
2. I declare that this …**Dissertation**… (thesis, dissertation, essay, assignment, paper, report etc.) is my original work and has not been submitted elsewhere for examination, award of a degree or
   publication. Where other people's work or my work has been used, this has been properly acknowledged and referenced in accordance with Gulu University requirements,
3. I have not sought or used the services of any professional agency to produce this work,
4. I have not allowed, and shall not allow anyone to copy my work with the intention of passing it off as his/her own,
5. I understand that any false claim of this work shall result in disciplinary action in accordance with University Policy on Plagiarism.

Signature _____ Date 29/11/2023

Originality Report

The article/thesis/document titled above have been subjected to plagiarism check and the level was found to be……**20%** (percent) this is classified as:

- ✓ Minor
- ☐ Moderate
- ☐ Serious

GULU UNIVERSITY 29 NOV 2023 Office of the UNIVERSITY LIBRARIAN

Yours sincerely,

Manana N Herbert
Ag. University Librarian