

**EMPLOYEE ETHICAL CODE OF CONDUCT AND PERFORMANCE OF LOCAL
GOVERNMENTS: A CASE OF PADER DISTRICT LOCAL GOVERNMENT**

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**A DISSERTATION SUBMITTED TO FACULTY OF BUSINESS AND
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SEPTEMBER, 2026

DECLARATION

This is to declare that this dissertation titled "Employee Ethical Code of Conduct and Organizational Performance; the case of Pader District Local Government is my original study and has never been submitted to any institution for any award.

Signature 

Date 24/9/2026

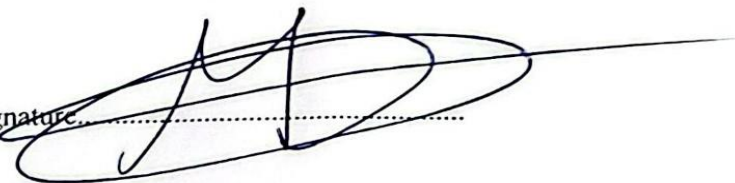
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APPROVAL

This dissertation entitled; "Employee Ethical Code of Conduct and Organizational Performance of Pader District Local Government", produced under our guidance, has been duly reviewed and forwarded for consideration with our approval.

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DEDICATION

I dedicate this work to my beloved wife Mrs. Alem Joyce and to all my children, who give me the encouragement I deserve in life.

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I greatly acknowledge my supervisors; Dr. Christopher Oyat and Dr. Chemutai Doreen for the academic support and encouragement they offered me that ensured the accomplishment of this study. I sincerely thank them for their tireless effort to read through my work with utmost patience while positively guiding me throughout the writing process.

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LIST OF ABBREVIATIONS AND ACRONYMS

CAO :	Chief Administrative Officer
CVI :	Content Validity Index
GOU :	Government of Uganda
HR :	Human Resource
LGPA:	Local Government Performance Assessment
LGPS:	Local Government Performance Scorecard (inferred from context)
NPM:	New Public Management
OAG :	Office of the Auditor General
PDLG :	Pader District Local Government
PSSO:	Public Service Standing Order
SPSS:	Statistical Package for the Social Sciences
UNDP:	United Nations Development Programme
UNEB:	Uganda National Examinations Board

ABSTRACT

This study analyzed the influence of the employee ethical code of conduct on the performance of Pader District Local Government (PDLG). Specifically, the study: assessed the level of adherence to employee ethical code of conduct, the level of performance, the relationship between the employee ethical code of conduct and the performance of PDLG, and the mediating role of the Public Service standing order on the relationship between the ethical code of conduct and PDLG performance. A Case study research design was used and a sample population of 63 consisting of heads of all departments, administrative staff, CAO and operational staff (implementers) of PDLG. Data were collected using questionnaire and interview guide tools and analyzed using computer software SPSS Version 20 and thematic content analysis for qualitative data. Generally, the study revealed a moderately high level of adherence to the ethical code of conduct and an average or moderate performance level of employees. Findings, additionally revealed a moderately strong relationship between the ethical code of conduct and employee performance. The level of adherence to employee ethical conduct in PDLG showed 63.1%, hence moderately high. The Ethical Code of Conduct has a stronger, statistically significant impact at 0.647, enhancing organizational efficiency by promoting accountability and transparency. The study revealed a moderate significant positive relationship between ethical code of conduct and performance of PDLG ($r = 0.647$, $p < 0.000$). The study revealed a moderately positive influence of the public service standing order on the relationship between the ethical code of conduct and performance of PDLG. The study concludes that the ethical code of conduct significantly enhances performance in terms of efficiency, while the Public Service Standing Order, though positive, faces enforcement challenges. The study recommends that; (a) the heads of departments should implement comprehensive induction programs for their employees on the ethical code of conduct, and Public Service Standing Orders; (b) PDLG should conduct a thorough review of resource allocation and management practices to support employee recruitment to fill gaps.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

According to Mugisha et al. (2019), Northern Uganda in particular is a region that has undergone significant transformation in the aftermath of prolonged conflict and socio-economic instability. With ongoing efforts towards recovery and development, local governments in the region play a pivotal role in delivering essential services to communities, promoting accountability, and rebuilding public trust. In districts such as Pader, where communities continue to face challenges related to infrastructure, healthcare, education, and public administration, the quality-of-service delivery remains a central concern. Ensuring that public servants uphold high ethical standards is increasingly recognized as vital to achieving efficient and transparent governance, which in turn supports sustainable development in the region.

Therefore, the significance of ethical code of conduct in the workplace cannot be overstated. Employee ethical code of conduct refers to the adherence to moral and professional principles in the context of employment, encompassing integrity, respect and justice (Halbusi, Ismail & Omar, 2021). Ethical Code of conduct refers to the behavior, attitude and character exhibited by a public officer within and outside the working environment. As employees play a crucial role in executing organizational strategies and achieving goals, their ethical conduct becomes inherently linked to the overall performance of the organization. In this context the study focused on the role of employee code of conduct in influencing performance at the organizational level; the case of Pader District Local Government.

1.1 Background of the study

Employee ethical code of conduct has been explored by various scholars, each offering unique dimensions. First, the Greek term “Ethikos” and the Latin word “Ethicus,” which both signify custom or character, are the roots of the word “ethics.” Ethics is a concept that pertains to people. Ethics is a theory of human behaviour that reflects prevailing ideals, particularly those of a moral nature, according to (Miner, 2017). Ethics can be thought of as moral principles that direct people and organizations to act in a certain way while interacting with one another. They include both hard elements, such as obligations and rights (most of them legal), that are intended for everyone, and soft elements, such as ideals, goals, or customs that are cherished but optional and can vary from one organization to another (Miner, 2017). Employee ethics involves the

principles and values employees use to perform their work and make decisions (Collins, 2018). Employee code of conduct in organizations refers to conduct that is morally right and is in accord with ethical principles and norms associated with the business world. In other words, employee code of conduct relates to knowing and doing what is right (Ferrell, Fraedrich & Ferrell, 2018). With respect to this study, employee code of conduct can be described as behavior that conforms to generally accepted norms or expectations for individual behavior in a particular society, group, or organization. The focus is on ethics prescribed by the public service which has long been a cornerstone of public administration, dating back to ancient civilizations where governance was closely linked to moral and ethical conduct. In ancient Greece, the concept of ethics was integral to the philosophy of governance, with philosophers like Plato and Aristotle advocating for moral integrity among leaders. The idea that public officials should adhere to ethical standards was further solidified during the Enlightenment period in the 17th and 18th centuries, as thinkers such as John Locke and Montesquieu emphasized the need for accountability and ethical governance to prevent corruption and abuse of power (Alzola, 2020).

In the 20th Century, the development of ethical codes became more formalized, particularly after World War II, as nations sought to rebuild trust in public institutions. The introduction of codes of conduct for public servants was seen as a way to ensure that officials acted in the public interest rather than for personal gain (Denhardt & Denhardt, 2018). In recent years, scholars have noted a resurgence in the importance of ethics in government, driven by global movements advocating for transparency, accountability, and the fight against corruption (Kaptein, 2021). The use of ethics had spread across various government sectors and levels like Local Governments.

Ethics within local governments has evolved, with an increasing focus on formalized ethical codes in the 20th century. Local governments, as the closest level of government to the people, have a unique responsibility to uphold ethical standards to maintain public trust and deliver effective services. The rationale behind initiating codes of ethics in local governments is traced back to the need to combat corruption and enhance the integrity of public administration at the grassroots level (Rainey & Steinbauer, 1999).

Overall and importantly, the rationale of initiating employee codes of conduct in local government worldwide is to enhance on the performance of an organization, governments and local government in particular. Organizational performance refers to the capacity of an

organization to mobilize its energy and direct it purposefully over time. Furthermore, performance is also described as a function of efficiency and effectiveness (Hodgetts, 2013). These definitions illustrate that organizational performance encompasses the achievement of goals, mobilization of resources, efficiency, effectiveness, and the ability to meet objectives. The concept of government performance became increasingly significant in the 20th century, particularly after World War II, when the rise of the welfare state in Western countries emphasized the role of governments in ensuring social security and economic stability (Hood, 2018).

In recent decades, the focus on government performance has shifted towards efficiency, transparency, and accountability, driven by the rise of New Public Management (NPM) in the 1980s and 1990s. This shift was marked by the adoption of private sector practices within the public sector, aiming to improve service delivery and enhance public trust (Pollitt & Bouckaert, 2017).

Many scholars from different countries of the world have conducted research on employee ethical code of conduct and performance of local governments. South Africa's district municipalities that implemented strong ethical codes of conduct, emphasizing transparency, impartiality, and accountability, recorded significant improvements in service delivery and reduction in corruption cases (Mokoena & Maluleke, 2022). In Ghana, district local governments that enforced ethical codes focusing on responsibility, confidentiality, and commitment to ethical standards experienced improvements in their performance, particularly in timely service delivery, financial accountability and community engagement (Boateng & Agyeman, 2020). In Nigeria, research demonstrated that ethical conduct in local government employees, particularly in honesty, fairness, and respect for the public, was positively correlated with better governance outcomes. These outcomes included enhanced public participation and improved infrastructure development (Oluwaseun & Adeoye, 2019).

The role of employee ethical code of conduct in enhancing performance of local governments has become a central focus of most scholars. In Nigeria, ethical standards of employees in the local government witnessed improved employee discipline, which translated into enhanced service delivery and public satisfaction (Okwu and Afolayan, 2020). In Kenya, counties with well-established employee ethical code of conduct experienced better organizational performance,

characterized by increased efficiency and reduced corruption by 2019 (Wambua and Mutua, 2021). The authors emphasized that ethical codes contribute to creating a culture of accountability, which is crucial for the transparent management of public funds and the delivery of services to citizens. In Kenya, ethical codes of conduct focusing on professionalism, respect for rule of law, and commitment to public service were linked to improved local government performance. The study highlighted that district with strict enforcement of ethical standards experienced better financial management and public satisfaction (Kamau & Ngunjiri, 2020).

The performance of local governments in Uganda has been shaped by the country's historical and political context. Uganda's local government system, as it exists today, was established in the early 1990s following the enactment of the Local Government Act of 1997. This Act was part of broader decentralization reforms aimed at improving governance, enhancing public service delivery, and promoting local democracy by transferring significant powers and responsibilities from the central government to local authorities (Saito, 2018). Thus, the decentralization of governance for effective service delivery in the late 20th and early 21st centuries highlighted the need for strong ethical standards to guide the actions of local officials and ensure that they serve their communities effectively (Michels & De Graaf, 2018). The Ugandan government, recognizing the critical role of ethics in governance, introduced codes of conduct for local government employees to promote performance of local government in terms of; Effectiveness, efficiency, quality of work and timeliness of service delivery, accountability, transparency, and integrity in public service (Turyasingura, 2020). The implementation of ethical codes in local governments have significantly impact organizational performance, particularly in regions where public trust is low, and corruption is prevalent (Agaba & Achua, 2021).

At the national level, Uganda has demonstrated a commitment to promoting employee code of conduct in public service through legal and regulatory frameworks (Republic of Uganda, 2008). The Public Service Standing Orders outline principles of ethical conduct for public servants, emphasizing integrity, accountability, and transparency (Ministry of Public Service, 2010). National studies elaborate the significance of ethical leadership in achieving sustainable development goals and fostering a culture of responsibility within public institutions (Ochen & Nakaweesa, 2020). Pader District, as a local government entity, operates within this national framework. Mugabi & Kakooza (2021) revealed that adherence to the employee ethical code of

conduct significantly impacts the performance of district local governments in Uganda. The research found that integrity, accountability, and transparency are crucial ethical indicators that enhance service delivery, public trust, and administrative efficiency. In Pader District, Northern Uganda, the enforcement of an employee ethical code of conduct is seen as a crucial step towards improving organizational performance and restoring public confidence in local governance structures.

1.2 Problem Statement

In Uganda, District local governments are expected to perform by standards of Public Service Standing Orders 2021 and other legal performance standards. Performance of District local government is measured in terms of service delivery, employees' adherence to work standards, compliance with regulations, and time management in service delivery, effective resource management and financial accountability among others. However, Pader district local government has registered low performance over the past years. Local Government Performance Assessment (LGPS) and National Synthesis Report (2022) shows that the performance of Pader District Local Government fell to 58% in 2020 from 59% in 2019 and from 64% in 2018. Poor performance of Pader DLG is seen in the untimely service delivery, lack of clear financial accountability which indicate inefficiency and ineffectiveness and poor-quality service delivery (Auditor General Report, 2022). As such as the District has tried putting measures in place to address the poor performance concern, the problem has persisted

Many scholars from different countries have conducted research on the influence of employee code of conducts on performance of local governments and did not point out clearly how poor performance of local governments directly relate to adherence of the employees to ethical code of conduct (Osbert & Christine, 2024; Rusoke, 2021). There is insufficient literature on the influence of employees' ethical code of conduct on performance of Pader district local government. The gap in knowledge on the influence of employee ethical code of conduct on performance is the motivation for this study

1.3 Purpose of the Study

To investigate the influence of employee ethical code of conduct on the performance of Pader District Local Government (Northern Uganda).

1.4 Objectives of the Study

- i. To assess the level of adherence to employee ethical code of conduct in Pader District Local Government
- ii. To examine the level of performance of Pader District Local Government
- iii. To assess the relationship between employee ethical code of conduct and organizational performance of Pader District Local Government.
- iv. To investigate the influence of Public Service standing order on the relationship between ethical code of conduct and organizational performance in Pader District Local Government.

1.5 Research Questions

- i. What is the level of employee ethical code of conduct in Pader District Local Government?
- ii. What is the level of performance of Pader District Local Government?
- iii. What is the relationship between employee ethical code of conduct and organizational performance of Pader District Local Government?
- iv. What is the influence of Public Service standing order on the relationship between ethical code of conduct and organizational performance in Pader District Local Government?
- v.

1.6 Scope of the Study

The scope of the study is discussed and presented with reference to three major components including: the content scope, geographical and time scope.

1.6.1 Content Scope

The content scope of this study was limited to the employee ethical code of conduct comprising majorly of the different dimensions of ethics: respect, integrity and justice. The content scope covered performance at organizational level focusing on effectiveness, efficiency, work quality and timeliness.

1.6.2 Geographical Scope

With respect to geographical scope, the study was conducted in Pader District Local Government Headquarter, Northern Uganda. Pader District is bordered by Lamwo District to the northwest, Kitgum District to the northeast, Agago District to the east, Lira District to the south, Oyam District to the southwest and Gulu District to the west. The district headquarters at Pader are located approximately 130 kilometers (81 miles), by road, northeast of Gulu, the largest city in the sub-region. The coordinates of the district are: 02 50N, 33 05E.

1.6.3 Time scope

The study covered a time period ranging from 2017 to 2023. This time scope was justified on the grounds that, the researcher was able to get sufficient information relevant for the study. According to the Auditor General reports, the performance problem has been a long standing concern over the entire scope period (AG, 2022)

1.7 Significance of the study

Findings from the study may inform the development and refinement of policies and programs aimed at improving performance in local governments. Insights into the factors influencing employee code of conduct may guide the creation of targeted interventions to address specific challenges.

The study may serve as a benchmark for other local government entities and organizations, both within Uganda and globally. Best practices identified in promoting employee code of conduct and improving organizational performance can be shared for the benefit of similar institutions.

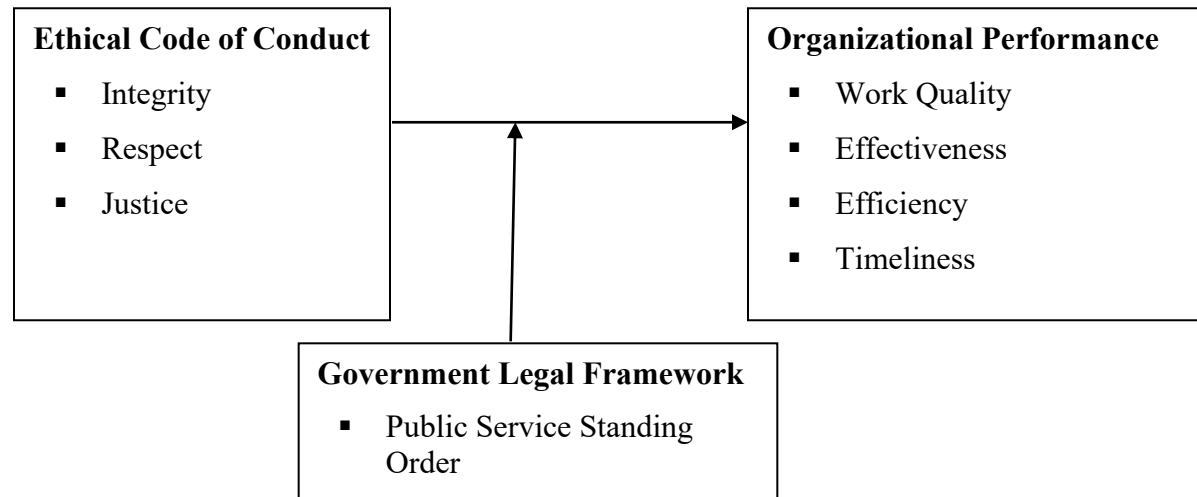
Organizations, including local governments, make strategic decisions that impact their long-term success. Understanding the role of employee code of conduct in decision-making processes can assist leaders in making informed choices that align with ethical principles and contribute to sustainable development.

The study may add to the body of knowledge by providing empirical evidence and insights into the relationship between employee code of conduct and organizational performance in the context of Pader District Local Government. It contributes to the broader literature on organizational ethics and public administration. The government legal framework such as public service standing order is instrumental in enhancing ethical standards and organizational

performance of local government. Ascertaining this would help to establish the reality in the context of Pader District Local Government.

1.8 Conceptual Framework

Independent Variable



Source: Adapted with modifications from: Treviño, Weaver & Reynolds (2006) and Drucker, (1999)

Figure 1: Conceptual Framework illustrating Employee Ethical code of conduct and Organizational Performance

The conceptual framework presented above shows employee code of conduct as an independent variable and that it was operationalized through integrity, justice and respect. On the other hand, the dependent variable is reflected by organizational performance and this was measured using effectiveness, efficiency and work quality as its dimensions. Further to that, it was conceptualised that the government legal framework was a moderator of the relationship between the IV and the DV and that it was measured in terms of the public service standing order.

In this study, employee code of conduct was assumed to play a crucial role in enhancing performance of local government since it may provide direction and support using; integrity, respect and justice which are exhibited by employees of local government for the attainment of performance at the organizational level in terms of effectiveness, efficiency, timely service delivery and quality of work.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This study focusing on employee code of conduct and organizational performance will review several literatures. The review from journal articles and other published reports on employee code of conduct, organizational policy and organizational performance were covered in this section.

2.1 Theoretical Review

This study is grounded on the Utilitarian Theory which provided an understanding of how employee ethical codes influence organizational performance, particularly within public service institutions like local governments.

2.1.1 Utilitarian theory

This theory, proposed by Jeremy Bentham (1776) and later refined by John Stuart Mill in 1789, suggests that the ethical action is the one that maximizes overall happiness or pleasure for the greatest number of people. Utilitarianism, as a moral theory, has been applied in various fields to guide decision-making and ethical considerations. Utilitarian principles have been applied to maximize overall well-being. For instance, resource allocation decisions in public sector may be guided by the goal of maximizing the overall sector benefits for the population (Harris, 1985).

Utilitarianism guide decisions in criminal justice by focusing on the overall happiness and welfare of society. Sentencing and rehabilitation strategies, for instance, may be evaluated based on their impact on reducing overall harm (Bostrom & Yudkowsky, 2014).

Utilitarianism offers a robust framework for ethical decision-making in government organizations (Kay, 2023). Employees are encouraged to consider the consequences of their actions and to choose those that will result in the greatest benefit for the majority. This is particularly important in policy development, where decisions must be made to maximize public welfare. For example, when developing a new policy or program, government employees might conduct a cost-benefit analysis to determine the potential impacts on different segments of the

population, aiming to select the option that offers the highest net positive effect (Farayola & Olorunfemi, 2024).

Utilitarian principles guide the allocation of resources within government organizations. Decisions regarding budget distribution, personnel assignments, and project prioritization can be made by evaluating which options will yield the most significant overall benefit (Kay, 2023). This ensures that resources are used efficiently to serve the public interest, thereby enhancing the effectiveness and ethical standing of the organization.

In a government setting, applying utilitarianism involves ensuring that actions and policies are fair and just, providing the greatest good for the greatest number. This means that policies should be designed to benefit the majority while also considering the needs of minority groups. For instance, in public health initiatives, ensuring that interventions reach the most vulnerable populations can maximize overall societal health (Johansson & Kriström, 2016). Utilitarianism promotes integrity and accountability among government employees. By focusing on outcomes that enhance public welfare, employees are encouraged to act transparently and honestly. This reduces the likelihood of corruption and employee code of conduct, as such actions typically do not contribute to the overall good of society (Nieuwenburg, 2007).

In performance of local government, Utilitarian Theory is applied as follows; local governments (government organizations) use utilitarian principles to formulate and implement policies that maximize public welfare. Policies designed with the aim of benefiting the majority can lead to higher public satisfaction and trust, which are key indicators of organizational performance (Secchi, 2007).

Utilitarianism guides the efficient allocation of resources within government organizations. By focusing on maximizing benefits, resources can be directed towards programs and initiatives that offer the greatest overall impact, leading to improved organizational outcomes (Scarre, 2020). The effectiveness of government organizations can be measured by the overall happiness and well-being of the population they serve. Utilitarian metrics, such as cost-benefit analysis, can provide a clear indication of how well an organization is performing in terms of public benefit.

When government organizations operate under utilitarian principles, they are more likely to gain public trust and legitimacy. The public is more likely to support and cooperate with an organization that consistently acts in the best interest of the majority. Therefore, this theory provides the dimensions of fairness, justice, integrity and organizational policy that are used in this study to influence overall organizational performance.

In local government contexts, this theory justifies policies that maximize public welfare, such as equitable service delivery and transparent resource allocation. It supports the notion that ethical behavior should be outcomes-oriented, aligning individual actions with broader community benefits (Farayola & Olorunfemi, 2024). However, utilitarianism has limitations it often underrepresents minority rights and assumes consensus on what constitutes ‘good’. These weaknesses necessitate complementary frameworks.

2.2 Ethical Code of Conduct

Brown (2018) defined employee Ethical Code of Conduct as a formalized set of guidelines, values, and expectations that govern the behavior and decision-making process of employees within an organization, ensuring that actions align with the organization’s ethical standards and legal requirements. Smith and Jones (2020) argued that employee ethical code of conduct encompasses the principles and rules that employees are expected to follow, promoting integrity, accountability, and fairness in their interactions with stakeholders.

According to a study by Adams and Cooper (2019), local governments in the United States have increasingly adopted comprehensive Ethical Codes of Conduct to mitigate corruption, enhance transparency, and promote public trust. They argue that ethical training programs and whistleblower protection are crucial components that have been widely implemented.

Brown and Edwards (2020) reviewed the ethical frameworks in UK local governments, highlighting the importance of clear guidelines and regular audits to ensure compliance. They note that the focus has been on preventing conflicts of interest and ensuring that public officials act impartially.

In their analysis, Taylor and Lee (2021) found that Australian local governments emphasize integrity and public service orientation in their Ethical Codes of Conduct. They argue that a

strong ethical culture is fostered through ongoing education and strict enforcement of ethical policies.

Mukasa and Nsubuga (2021) explored the implementation of Ethical Codes of Conduct in Ugandan local governments, identifying challenges such as limited resources and weak enforcement mechanisms. They suggest that ethical leadership and community involvement are essential for improving ethical standards.

2.2.1 Integrity

Integrity refers to the quality of being honest, consistent, and morally upright in one's actions, decisions, and communications. It involves adhering to ethical principles, even when doing so may be difficult or unpopular. A person with integrity is guided by a strong moral compass, acts in accordance with their values, and maintains the same standards in both private and public life.

In organizational and professional contexts, integrity is vital because it fosters trust, accountability, and reliability. It ensures that individuals and institutions behave in ways that are transparent, fair, and responsible. Integrity underpins ethical behavior and is foundational to effective leadership, good governance, and positive workplace culture.

Integrity is widely recognized as a foundational value in both personal and organizational conduct. Jensen (2017) underscores the critical role integrity plays in achieving organizational success. Defined as the quality of being honest, consistent, and adhering to strong moral principles, integrity is essential in fostering trust, maintaining ethical standards, and promoting healthy relationships within and beyond an organization.

Jensen (2017) emphasizes the critical role of integrity in organizational success. It discusses how integrity, as a fundamental aspect of employee code of conduct, is essential for building trust and maintaining effective relationships within and outside the organization (Jensen, 2017). Therefore, the primary role of integrity has been acknowledged as a key component of trust and above all, employee code of conduct. In this case, integrity has been highlighted to positively influence organizational success.

This study contributes to the understanding of ethical leadership and identifies integrity as a key component. It explores how leaders serve as ethical role models and how their behavior, including integrity, influences the employee code of conduct of their followers (Kalshoven, Hartog, & De Hoogh, 2011). The study thus highlights integrity as an important aspect of employee code of conduct, besides, the role of integrity in influencing overall organizational outcome has been emphasized in this study. Afsar, Badir & Kiani (2016) conducted a study on the role of Ethical Leadership in employee pro-Environmental Behavior focusing on the Influence of Work Climate and Environmental Passion. This research delves into the connection between ethical leadership and various positive outcomes, including integrity and pro-environmental behavior. It highlights the importance of leaders' ethical conduct, including integrity, in shaping employees' employee code of conduct. In summary, the study found that employee ethical leadership is influential in determining the direction of organizational outcomes.

This study explores the relationship between ethical conduct and organizational outcomes, with a focus on integrity as a critical component. It investigates how employees' perceptions of their leaders' employee code of conduct, including integrity, influence their commitment to the organization. The review thus contributes to the literature by emphasizing the significance of integrity in employee code of conduct and its impact on various organizational outcomes.

In a study by Kim et al. (2020) on employee integrity in U.S. local governments, the authors argue that employee integrity is crucial for maintaining public trust and effective governance. The study found that while there are stringent ethical guidelines, challenges such as political influence and lack of transparency still pose significant threats to employee integrity. The research highlights that local government employees often face ethical dilemmas that test their integrity, and the organizational culture plays a critical role in either supporting or undermining ethical behavior. Myambo (2022) conducted research on the integrity of municipal employees in South Africa, revealing that corruption and unethical behavior are pervasive in many local governments. The study argues that despite the existence of anti-corruption policies, the implementation is weak, and there is a significant gap between policy and practice. The authors

emphasize the need for stronger enforcement mechanisms and more robust training programs to foster a culture of integrity among local government employees.

Singh and Sharma (2021) examined employee integrity in local governments in India, highlighting the systemic issues that contribute to integrity breaches. The study found that political patronage, lack of accountability, and inadequate checks and balances are the primary factors undermining employee integrity. The authors argue for a comprehensive reform of local governance structures, including the introduction of independent oversight bodies and the strengthening of internal audit systems to enhance employee integrity. In Nigeria, Aluko-Arowolo, Lawal, Adedeji & Nwaobilor (2023) explored the state of employee integrity in local governments, noting that corruption is deeply entrenched in the system. The authors found that the lack of transparency and accountability mechanisms, coupled with a weak judicial system, has perpetuated a culture of impunity among local government employees. The study calls for significant reforms, including the adoption of digital governance tools to improve transparency and reduce opportunities for corrupt practices. Costa et al. (2023) investigated employee integrity in Brazilian municipalities, focusing on the effectiveness of anti-corruption initiatives. The study found that while there have been improvements in the legal framework governing employee conduct, challenges remain in the enforcement of these laws. The authors argue that a combination of legal reforms and civic engagement is necessary to strengthen employee integrity in local governments.

However, most studies on employee integrity in local governments have focused on broader national or regional contexts, often overlooking the unique challenges faced by local governments in specific districts or municipalities. There is a need for more localized studies that take into account the specific socio-political dynamics of individual districts, such as Pader in Uganda. Similarly, while there is substantial research on employee integrity in local governments from countries like the United States, South Africa, India, Nigeria, and Brazil, there is a noticeable lack of studies from East African countries, particularly Uganda.

2.2.2 Respect

According to Gottman, Coan, Carrere & Swanson (2018), respect is the recognition and appreciation of the inherent worth, rights, feelings, and opinions of others. It involves treating

people with dignity, valuing their perspectives, and behaving with courtesy and consideration regardless of differences in status, beliefs, or background.

In both personal and professional settings, respect is demonstrated through actions such as listening attentively, being polite, acknowledging others' contributions, and refraining from behaviors that demean or belittle. Respect fosters trust, cooperation, and positive relationships, making it a fundamental principle for ethical behavior and social harmony.

The multi-dimensional nature of respect in organizational contexts has been explored. It distinguishes between two types of respect: 'We' (collective) and 'Me' (individual). The study emphasizes the importance of both types of respect for fostering positive organizational outcomes. Therefore, respect has been found to positively affect organizational outcomes (Fiske & Dupree, 2014). Further studies on respect investigate ethical leadership and its impact on followers' moral judgment. It suggests that ethical leaders who demonstrate respect for followers' moral values contribute to the development of ethical decision-making among their followers (Brown & Mitchell, 2010).

In another case, while not specifically focused on organizational settings, a specific study on respect provides insights into the role of respect in interpersonal relationships. It emphasizes the importance of respect for building and maintaining healthy relationships over time (Gottman, Coan, Carrere & Swanson, 2018). This therefore demonstrates an important role of respect in a wider settings and contexts.

Walumbwa, Hartnell, & Oke (2010) investigated the relationship between ethical leadership and employee performance. It suggests that ethical leaders who demonstrate respect and fairness positively influence employees' job performance. In this study, the critical role of respect in ensuring improved performance of organizations has been emphasized. Furthermore, the study put forward key recommendation on appropriate incorporation of respect in every aspect of organizational settings. The reviews presented above contribute to the understanding of respect as a vital component of employee code of conduct in various contexts, including organizational settings.

However, those studies on employee integrity reviewed have largely been conducted in Western contexts, particularly in the United States. This creates a geographical gap, as there is limited research on how respect, both 'We' (collective) and 'Me' (individual), influences organizational outcomes in African contexts, specifically within local government settings in Uganda. Most existing studies are focused on organizations in urban and developed regions, leaving a gap in understanding how respect functions in rural settings like Pader District. The dynamics in rural local governments, including different leadership styles, community interactions, and resource constraints, may alter the role respect plays in employee performance and organizational outcomes. This study aims to fill this gap by investigating these aspects in a rural Ugandan setting.

2.2.3 Justice

Justice refers to the principle of moral rightness, fairness, and equity in decision-making and interpersonal treatment within social systems, including organizations. In organizational behavior, justice is commonly examined through three key dimensions: distributive justice (fairness of outcome distributions), procedural justice (fairness of the processes that lead to outcomes), and interactional justice (fairness in the communication and interpersonal treatment during the implementation of procedures) (Colquitt, 2013).

Justice in organizational ethics refers to the fair and equitable treatment of individuals in decisions, processes, and interpersonal interactions. It comprises three key dimensions: distributive justice (fairness of outcomes), procedural justice (fairness in processes), and interactional justice (fairness in interpersonal treatment) (Colquitt, 2013). Justice is crucial in fostering employee trust, motivation, and adherence to ethical codes, which in turn enhances organizational cohesion and performance.

Skarlicki and Folger (2017) emphasize that perceptions of justice influence organizational citizenship behaviors, job satisfaction, and employee commitment. When employees perceive organizational procedures and leadership as fair, they are more likely to align their conduct with ethical expectations, thus reinforcing the code of conduct.

Colquitt (2013) argues that justice not only improves internal harmony but is a critical component of ethical leadership, which fosters a culture of fairness and transparency. Ethical leaders model fairness in decisions and interpersonal treatment, shaping a work environment where justice is expected and rewarded. Ou et al. (2014) found that a strong justice climate where fairness is a shared organizational norm significantly boosts performance and ethical behavior.

Despite these contributions, many studies have been conducted in Western or developed settings, limiting generalizability to regions like Northern Uganda. For example, Skarlicki and Folger's findings are based on corporate institutions in North America. African scholars such as Onyango (2019) have highlighted how socio-political realities in African bureaucracies including patronage, weak accountability systems, and politicization of administrative roles affect perceptions of justice. These differences necessitate a context-specific understanding of justice, especially in rural local governments such as Pader District.

In Uganda, where public service roles are often influenced by informal networks and limited oversight, procedural and distributive justice can be undermined. A Study by Nagirano (2021) showed that perceived injustice in resource allocation and promotions in district local governments leads to poor morale and reduced commitment to ethical behavior.

Comparative studies in South Africa (Mfolwe, Pheko, Mpabanga & Mothusi, 2025) and Nigeria (Agu, Nkwo & Eneiga, 2024) support similar conclusions that justice in local governments is often compromised by internal politics and administrative opacity, reducing the effectiveness of ethical codes.

To bridge this gap, justice in Pader should be examined in terms of how it influences compliance with ethical frameworks amid localized challenges such as post-conflict recovery, limited resources, and weak disciplinary mechanisms. A contextualized justice model would help identify areas where fairness must be emphasized to sustain ethical conduct and improve performance.

In summary, justice plays a multifaceted role in shaping employee ethics and organizational outcomes. However, contextual and cultural dynamics must be considered when applying justice

principles in rural Ugandan settings to ensure that ethical frameworks are both effective and trusted.

2.3. Organizational Performance

The term organizational performance has been defined differently according to different scholars. Richard et al. (2009) define Organizational Performance as a comprehensive assessment of how well an organization meets its objectives. Neely, Gregory & Platts (2005) describe Organizational Performance as the measure of how effectively an organization converts inputs (such as resources and labor) into outputs (such as products and services) while maintaining or improving the quality of these outputs over time. Adoko Obicci (2023) focus on Organizational Effectiveness, a concept closely related to Organizational Performance, which they define as the extent to which an organization achieves its goals and operates efficiently. They emphasize that effectiveness is multidimensional and should be assessed using various criteria, including productivity, profitability, growth, and employee satisfaction. Akpa, Asikhia & Nneji (2021) describes Organizational Performance as the ability of an organization to achieve its goals and objectives effectively and efficiently. According to Daft, performance is often assessed through a combination of quantitative and qualitative measures, including financial metrics, operational efficiency, and stakeholder satisfaction.

In the context of local government, in South Africa, Mantzaris and Pillay (2020) argue that effective leadership and governance structures are critical for enhancing organizational performance in local governments. Their study reveals that municipalities with robust leadership and clear governance frameworks tend to exhibit higher levels of service delivery and citizen satisfaction. However, challenges such as corruption and political interference often hinder performance, calling for reforms in governance practices. In India, Sharma, Dhiman & Srivastava, (2023) explore how resource allocation affects the performance of local governments in rural areas. Their findings suggest that inadequate funding and mismanagement of resources significantly impede the ability of local governments to deliver essential services. The authors call for increased financial support from central governments and capacity-building initiatives to improve resource management at the local level. Mokaya (2020) discuss the impact of public accountability mechanisms on the performance of county governments in Kenya. They find that

local governments with robust accountability frameworks, including regular audits and public forums, are more likely to achieve higher organizational performance. The authors recommend strengthening accountability measures to curb corruption and improve service delivery in local governments.

Although some research has been conducted in African countries like South Africa, Kenya, and Nigeria, there is a notable gap in studies focusing on the performance of local governments in other regions of Sub-Saharan Africa, including Uganda. Specifically, there is limited research on the organizational performance of local governments in rural districts like Pader in Uganda. In this study, performance of Pader district local government will be measured in terms of effectiveness, efficiency, quality of work, and timeliness as below:

2.3.1 Quality of work

Service quality has become a major area of attention during the past few decades for managers, researchers, practitioners because of its huge impact on business performance of organizations.

Wu & Ko (2013) defined service quality as “the customer’s overall impression of the relative inferiority and superiority of the organization and its services. According to Brown and Swartz (1989) as cited by Roland et al. (2012), think that customers prefer and value companies that provide high service quality. Thus, the attainment of quality in products and services has become a drive concern of the 1980s. From a customer’s point of view, service quality is relative to what they want by comparing their perceptions of service experiences with their expectations of what the service performance should be. Thus, organizations often rely on customers’ perceived service quality to identify their strengths and weaknesses, and prescribe appropriate corrective strategies (Alghamdi, 2018). The difference between quality expectations and perceived service can be assessed by focusing on the Service Quality.

Employee initiative is also used to measure employee performance work quality. It’s nice when those employees ask what’s needed. It’s nicer when they see a need and take steps to meet it on their own. Initiative is definitely a sign of employee satisfaction and engagement. Bewley (2006) argued that every organization that is committed to generating profits for its owners

(shareholders) and providing quality service for its customers and beneficiaries must invest in the job training for its employees to customize skills and knowledge

According to Myhill, Richards & Sang (2023) the quality of work output is perhaps the most important metric, but also the most difficult thing to define. Employees who care about what they do and are engaged at work will likely perform better, and it is a good idea to recognize resulting achievements (Aupal Ngaka & Odubuker, 2016). According to Aupal (2016), in most Local Government districts of Uganda, quality of service provision is less than desirable, as well, with the key services such as health, education water, sanitation and access to agricultural services remain dismal, with no evidence of the citizens who are the beneficiaries of decentralization systems demanding for accountability and better performance, this was evidence in the auditor report (2018) which shows that quality and timeliness of works was not to the standard required.

2.3.2 Effectiveness

Effectiveness is concerned with the attainment of objectives; an action is effective if it achieves intended results. With the measures of effectiveness, the focus is on the extent to which objectives of the enterprise have been achieved (Patel, 2021).

Organizational performance is determined in terms of productivity of the worker that is to say the level of units produced by an employee in a given period of time when other factors are held constant. What one employee can produce considering the time and total quantity produced in the company (Souza & Rossoni, 2025). The employee performance is also determined basing on the efficiency, accuracy, transparency and effectiveness of the employee in his or her operations. The higher the level of wastage, the lower the level of performance of an employee and the lower the level of wastage the higher the level of employee performance.

For the case of this study, human resource development shall be conceptualized in relation to career development, training and development and organization development, whereas employee performance shall be measured in terms of efficiency, work productivity quality of work, and effectiveness.

2.3.3 Efficiency

According to Schermerhorn & Bachrach (2017) something is only efficient when it is effective. In other words, something is efficient if it has a useful effect. It has to be functional, hence, one can only talk about efficiency when effectiveness is already in place.

Efficiency is the ability to act or produce effectively with a minimum of waste, expenditure or unnecessary effort. The focus is on the resources and speed with which organizational goals are achieved. Drucker (1999) asserted that efficiency means 'doing things in the right way'. Employee efficiency is an employee characteristic, which relates to the speed and accuracy of an employee at the job task. Amutabi (2023) pinned that how successfully resources are assigned in order to achieve organizational goals in the right way determines the efficiency of such an organization. In other words, how well an organization converts inputs into outputs such as products, programmes and services speak a lot about how efficient such an organization is. As a result of this, efficiency contributes to the success of an organization.

Sahoo, Behera & Tripathy (2010) argued that the success of any industry is dependence on employees' contribution and commitment. From HR perspective, the effective employees reflect behavior in an organization like-Belief in the organization and its objectives; desire to work and make things better; Proper understanding of the business context; being respectful and helpful to colleagues; Willingness to go the extra mile and keeping updated with recent developments.

Asiki & Picho (2015) in their study conducted on feedback and staff performance in Yumbe district local government in Uganda observed that; good performance in the public service entails efficiency and effectiveness in service delivery which is measured in terms of quality outputs. However, where performance seems to be wanting due to employee capacity related factors, training becomes the immediate major strategies to address such gaps.

2.3.4 Timeliness

North America Scholars such as Rainey (2020) and Hansen (2019) have explored organizational performance in local governments within the context of the United States and Canada. Their studies highlight that timely service delivery is critical to citizen satisfaction and trust in local governments. Rainey emphasizes the importance of performance management systems, which track and improve the speed of service delivery through data-driven decision-making.

In Europe, Pollitt and Bouckaert (2018) examined the impact of New Public Management (NPM) reforms on timely service delivery in local governments across several European countries, including the UK, Germany, and Sweden. They found that while NPM initiatives led to efficiency gains, the focus on cost-cutting sometimes negatively impacted the speed of service delivery.

In Asia, Kim and Lee (2019) studied local governments in South Korea and Japan, focusing on the influence of cultural factors on timely service delivery. Their research highlights those hierarchical decision-making processes in these countries can sometimes slow down service delivery, despite the governments' efforts to improve organizational performance through various reforms. They suggest that decentralization and empowering lower-level officials can mitigate delays and enhance the overall timeliness of services. Additionally, Rana and Singh (2022) investigated the role of digital governance in India and found that technology has played a pivotal role in reducing service delivery time, particularly in urban local governments.

In the African context, Muleya and Zulu (2020) conducted a study on local governments in Zambia and Tanzania, examining the challenges of timely service delivery. They argue that infrastructural deficits, inadequate funding, and bureaucratic red tape are significant barriers to achieving timely service delivery. Okello and Makoba (2021) add that political interference and corruption further exacerbate these issues, leading to delays in service provision. Despite these challenges, Okello and Makoba found that community participation and grassroots monitoring can help improve timeliness in service delivery.

Research in Latin America by González and Fernandez (2018) focused on local governments in Brazil and Mexico. They found that decentralized governance structures, while intended to enhance responsiveness, often lead to fragmentation and delays in service delivery. González and Fernandez (2018) argue that there is a need for better coordination mechanisms between different levels of government to improve timeliness.

Despite the extensive research on local government performance in various African countries, there is a significant gap in studies focusing specifically on Uganda. Most research has been conducted in countries like Zambia, Tanzania, and South Africa, leaving Uganda

underrepresented in the literature. Many studies tend to generalize findings across entire countries, overlooking regional differences in local government performance. For instance, there is little research exploring the unique challenges faced by districts like Pader in Uganda, which may differ significantly from more urbanized or economically developed regions.

2.4 Government Legal Framework

A government legal framework refers to the structured set of laws, regulations, policies, and guidelines established by a government to govern the conduct of individuals, organizations, and institutions within its jurisdiction (Tan, 2012). This framework encompasses the legislative, executive, and judicial processes that ensure the rule of law, protect rights, promote justice, and facilitate orderly functioning of society. It forms the basis for governance, public administration, and regulation across various sectors (Tan, 2012). A well-structured government legal framework significantly improves the performance of local governments by providing the necessary tools and guidelines to ensure timely, effective, and efficient service delivery, while also maintaining high-quality work output. It creates an environment where local governments can operate smoothly, uphold the rule of law, and meet the needs of their communities effectively. However, there is no literature on the context of Pader district local government hence the need to conduct this study.

2.4.1 Public Service standing Order

The Public Service Standing Orders (PSSOs) 2021 serve as a crucial framework for managing the performance of employees and local government performance as a whole in Uganda (Turyasingura & Nabaho, 2021). These orders provide guidelines and standards that aim to enhance efficiency, accountability, and professionalism within the public service sector, including educational institutions. The Public Service Standing Orders (PSSO) in Uganda serve as a comprehensive set of guidelines and regulations that govern the conduct, duties, and responsibilities of public servants, including those within local governments. The PSSO is crucial in shaping the administration and operational efficiency of local governments, providing a framework for ethical behavior, accountability, and service delivery. In the context of Uganda's local government, the PSSO plays a significant role in ensuring that public service is delivered

effectively and efficiently, in alignment with national goals and legal standard (Turyasingura & Nabaho, 2021).

2.5 Ethical Code of Conduct and Organizational Performance in Local governments

Recent studies in Uganda have highlighted the critical role that an ethical code of conduct plays in enhancing organizational performance within local governments. Kasozi et al. (2021) conducted a study in various districts in Uganda, revealing that adherence to ethical codes significantly improves employee accountability, transparency, and public trust, which in turn enhances organizational performance. The study also noted that districts with well-implemented ethical codes of conduct experienced reduced corruption levels, leading to better service delivery and improved public sector efficiency.

In South Africa, the influence of employee ethical codes on organizational performance in local governments has been examined with a focus on combating corruption and fostering a culture of integrity. According to Mahlangu and Modise (2020), municipalities that enforce strict ethical codes witness increased employee morale and commitment to public service. The study emphasizes that ethical leadership is key to driving adherence to codes of conduct, which subsequently leads to improved financial management and service delivery in local government settings. In India, research by Sharma and Gupta (2019) on local government bodies found that ethical codes of conduct are pivotal in ensuring the smooth functioning of local administrations. Their study revealed that local governments that strictly enforce ethical guidelines tend to have higher levels of organizational performance, marked by timely project completions and efficient use of public funds. The researchers also pointed out that the lack of ethical adherence often leads to administrative inefficiencies and widespread public dissatisfaction.

A study by Silva and Ferreira (2022) in Brazil examined the relationship between employee ethics and organizational performance in municipal governments. The findings indicated that ethical codes of conduct play a significant role in curbing nepotism and other unethical practices, which are prevalent in local government settings. Municipalities that adopted comprehensive ethical guidelines showed improved governance outcomes, including higher citizen satisfaction

and better financial performance. The study revealed the need for continuous ethical training and monitoring to maintain high standards of conduct.

In Australia, research by Harris and McMillan (2023) explored the impact of ethical codes on local government performance, particularly in rural and remote areas. The study found that adherence to ethical codes was directly correlated with enhanced public trust and engagement. Local governments that prioritized ethical conduct among employees reported better decision-making processes and more sustainable community development projects. The research also emphasized the importance of regular updates to ethical codes to address emerging challenges in governance.

While there is substantial literature on the influence of employee ethical codes of conduct on organizational performance in various local government contexts across different countries, specific research focusing on Pader District in Uganda remains scarce. Previous studies, such as those conducted by Kasozi et al. (2021), have broadly examined the role of ethical codes in enhancing performance within Ugandan local governments. However, these studies often take a generalized approach, lacking in-depth analysis of individual districts that may face unique challenges and dynamics.

Pader District, located in the Northern region of Uganda, has distinct socio-economic and historical factors that may influence how ethical codes of conduct are perceived and implemented. The district's post-conflict status, coupled with ongoing development efforts, presents a unique context that has not been adequately explored in relation to employee ethics and organizational performance. The current body of literature does not sufficiently address how these specific local dynamics affect the relationship between ethical conduct and the performance of local government institutions in Pader.

This study aims to fill this gap by providing a focused analysis of how the ethical code of conduct influences organizational performance in the local government of Pader District. It will examine whether the ethical frameworks in place are effectively contributing to improved governance, accountability, and service delivery in this specific context. By doing so, the study will contribute to a deeper understanding of the applicability and impact of ethical codes in

diverse and challenging local government environments like Pader District, providing insights that could inform policy and practice in similar settings across Uganda and beyond.

2.6 Summary of Literatures Reviewed

The literature review explored the impact of employee codes of conduct on organizational performance, particularly within local governments. Grounded in theories such as Utilitarianism, Agency, Organizational, and bureaucracy theories, the study highlights the role of ethical codes in promoting integrity, respect, and justice, which are critical for enhancing public trust and governance outcomes. These ethical frameworks guide decision-making, resource allocation, and employee behavior, ultimately contributing to improved organizational effectiveness, efficiency, quality of work, and timeliness. The review also identifies gaps in the existing literature, particularly regarding the unique challenges faced by rural districts like Pader in Uganda. While research has shown that well-implemented ethical codes reduce corruption and enhance service delivery in various global contexts, the specific dynamics of Pader District remain underexplored. This study seeks to address this gap by examining how ethical codes influence organizational performance in Pader, providing insights that could inform local governance practices in similar settings.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section presents the research methodology and approaches that were used in conducting the study. The research method is a critical component of any study, serving as the foundation upon which the research is conducted. It outlines the systematic approach that was used to collect, analyze, and interpret data, ensuring that the study is both rigorous and credible. It covered the research design, study population, sample size, data sources, data collection instruments, measurement of variables, data validity and reliability, data analysis, the limitations that were faced during the study, and the ethical issues were considered in the research.

3.1 Research Design

The study adopted a cross-sectional study arch design. Gillham (2000a, p.1) defines a case study as an investigation to answer specific research questions which seek a range of different evidences from the case settings. Yin (2003) defines a case study as an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly defined. The case study approach was useful in situations where ethical code of conduct and employee performance in PDLG being studied were critical and where the researcher has no control over the events as they unfold.

This study used a mixed method approach; it utilized qualitative and quantitative approaches. The notion of combining quantitative and qualitative data in this research offered the benefit of gathering wider and in-depth data but also allowed for triangulation. Quantitative data analysis was used to describe numerically the level of adherence to code of conduct and organizational performance. Qualitative data analysis was used to narratively describe the data collected from the interviews with key informants.

3.2 Study Population

A population is the entire group or number of items that a researcher uses in order to draw conclusions about a study (Creswell, 2012). The study population comprised of the staff of Pader District Local government who are part of the beneficiaries of service delivery in the district.

Pader District Local Government Headquarter has a total population of about 81 staff (Pader District Local Government, Registry, 2023). Therefore, the study targeted the population of 81 staff which included head of all departments, administration staff and Chief Administrative officer (CAO) and operational staff (implementers) of Pader district local government. This population was selected because they had information required for the study.

3.3 Sample Size

Given that the study population is large, a sample size of 63 respondents were selected from a study population of 81 and were used to represent the views of the entire population. A sample size was selected using a statistical table of Krejcie & Morgan (1970) as cited by Amin (2005). Krejcie and Morgan table suggests a corresponding sample size from a given population (See Appendix 3).

Table 1: Study Population

SN	Study Category	Population	Sample	Sampling Technique
1.	Head of Employees (Chief Administration Officer-CAO).	01	01	Purposive Sampling
2.	Heads of all Departments	11	05	Purposive Sampling
3.	Administration	07	07	Purposive Sampling
4.	Operational Staff	62	50	Simple Random Sampling
	Total	81	63	

Source: *Pader District Local Government, Registry (2023)*

3.4 Sampling Techniques

The sampling of the respondents was carried out using simple random sampling and Purposive sampling techniques.

Simple random technique was employed to enable equal inclusion probability of every member of population in the sample (Taherdoost, 2016, p.21). This helped to avoid prejudice and also gave the opportunity to obtain the appropriate characteristics required of the sample members.

The study also used purposive sampling for the CAO, head of departments and Administration unit employees because of their positions as supervisors or monitors employees' ethical conducts.

3.5 Data Sources

Both primary and secondary data were used in this study. Primary data on employee code of conduct and organizational performance was obtained through direct contact with the respondents. Relevant documents such as Local government reports and other published reports and literatures on employee code of conduct and performance constituted the secondary data considered in this study.

3.5.1 Primary data

Primary data was generated from the field by direct contact with the respondents. Information was also obtained through the use of self-administered questionnaires to respondents and interview guides.

3.5.2 Secondary data

Secondary data was obtained through the already existing information on PDLG. Literatures (data) from district records such as employee performance appraisal with all aspects of employee code of conduct, Pader district annual performance reports, were utilized for this purpose. Also, secondary data were some of the relevant articles and journals written on performance and employee's conducts in Pader District local government. Secondary data sources provided a comprehensive and historical perspective on employee ethical code of conduct and organizational performance, enabling a thorough analysis over time. The data which were published by reputable institutions, ensuring their credibility and reliability. Furthermore, accessing secondary data from journals, the internet, and other publications allows for a broader understanding of the issues at hand by incorporating various perspectives and findings from previous studies. This approach not only saves time and resources but also enhances the validity of the research by utilizing well-documented and systematically collected information. Thus,

secondary data were instrumental in providing a robust foundation for analyzing employee ethical code of conduct and organizational performance in Pader District Local Government.

Annual performance reports of Pader district local government were interpreted by correlating its' performance metrics with ethical behavior data, the study identified how ethical lapses or compliance influence organizational outcomes. Trends over multiple years provided insights into the long-term impact of employee ethical code of conduct on performance. The relevant articles and journals were interpreted by contextualizing the findings from PDLG within a broader framework, offering a comparative analysis that highlights strengths, weaknesses, and opportunities for improvement in PDLG's approach to managing ethical code of conducts.

3.6 Data Collection methods

The researcher adopted both the Questionnaire and Interview methods to collect data so that no relevant data is missed out and the information gathered is rich enough.

3.6.1 Questionnaire Method

A questionnaire is a systematic and standardized approach to gather information from individuals or groups of participants. In this study, structured questionnaire was used consisting of a set of predetermined questions, Likert scale and closed ended-ended response options. The questionnaires were standardized to ensure consistency in data collection across respondents and to allow for easy comparison and analysis of responses.

3.6.2 Interview Method

The interview method is a data collection technique widely used in research and involves direct interaction between the interviewer and the participant. In this interview method, researcher asked questions face to face with participants and record the responses on paper and audio recording, allowing for in-depth exploration of the participant's experiences, perspectives, and insights on employee code of conduct and organizational performance.

3.7 Data Collection Instruments

The data collection instruments that were used in this study included questionnaires and interview guide.

3.7.1 Questionnaires

Questionnaires which were designed included close-ended questions. Close-ended questions were provided since they were simple to administer and analyzed. Questionnaire were structured with four sections covering the demographic profile, employee code of conduct, organizational performance and organizational policy. The questionnaires were structured on a Five-point Likert scale. Questionnaires were directed or administered to the employees (operational staffs) of Pader district local government. Operational staff are the major implementers of various activities in public offices.

3.7.2 Interview Guide

An interview guide is a structured set of questions that researchers use to conduct interviews. It serves as a roadmap for the interviewer, ensuring that important topics are covered and facilitating a consistent and systematic data collection process. The researcher organized the Structure and flow of the interview guide in a logical and coherent manner. The guide had questions covering employee code of conduct, organizational performance and organizational policy. Interview guide was administered to the key informants such as the heads of the departments in Pader District Local Government since they do supervisory roles and do performance appraisal for their subordinate employees.

3.8 Data quality control

3.8.1 Reliability

In order to ensure reliability, a pilot study was carried out in a district of Gulu which was not part of the study. At least 03 employees were selected from each department. For consistency of research results from the study, high coefficient indicated a high reliability which also indicated minimum error in the instruments (Taherdoost, 2016). Data from the pilot study was analyzed with the help of the Statistical Package for Social Sciences (SPSS) Version 20 and the result was obtained.

The study also analyzed data from the pilot study using Cronbach's Alpha Statistical Method to measure the internal consistency or the correlation of the items in the Questionnaire. The scale of 0.844 in the Cronbach's Alpha Coefficient was considered reliable (Bujang, Omar & Baharum,

2018). This method, unlike the others requires only a single sample for estimating reliability (Howard, 2020).

Reliability Statistics	
Cronbach's Alpha	Number of Items
.844	8

The researcher ensured the reliability of interview guide by passing it through the supervisors and other research experts or judges to critique the interview guide until it becomes fit for the purpose of this study.

3.8.2 Validity

Validity refers to the extent to which a test measures what the researcher actually is interested to measure. Therefore, the research instruments were presented to the research experts to give their assessment of the items in the instruments from where content validity index (CVI) was computed using the formula below:

$$\text{CVI} = \frac{\text{Number of items considered relevant}}{\text{Total number of items in the instrument}}$$

Question Items rated	Relevant Questions Items	Not relevant Questions Items
Questions under independent variable	20	03
Questions under dependent variable	30	01
Questions under moderating variable	07	00
TOTAL QUESTIONS (ITEMS) = 61	57	04

$$\begin{aligned} \text{Therefore, the Content Validity Index (CVI)} &= \frac{57}{61} \\ &= \underline{0.934} = 93\% \end{aligned}$$

The researcher determined the validity using content validity index. According to Amin, (2005), the instrument with CVI of 0.7 and above was acceptable and considered a valid instrument.

3.9 Data Analysis and Management

The Statistical Package for Social Sciences (SPSS) version 20.0 was used for analysis of data collected. Descriptive statistics was used to present the results in terms of frequency and percentages. Inferential statistics using correlation and regression analysis was employed to analyze the relationship and effect that exist between or among the study variables.

The analysis of qualitative data involved the use of thematic analysis. This included data transcription, coding and categorization in to themes. The findings were then presented in line with the quantitative data presented in a coherent and organized manner with narratives to support the interpretation.

3.10 Study Limitations and Delimitations

The researcher faced limitation of the non-response and resistance from some respondents who was fearing to reveal relevant information. This was mitigated by informing the respondents that information would be purely for academic purposes and the information revealed by them would be kept confidential.

The study proposed cross-sectional case study design and as such the long-term impact of employee code of conduct on organizational performance overtime was not unearthed. The researcher proposed further studies to focus on longitudinal study.

3.11. Ethical Considerations

The researcher sought necessary approvals and permissions from relevant authorities before conducting the study. In this case, researcher obtained an introductory letter from faculty of business and development studies, Gulu University that was presented to the administration of PDLG to get permission to access respondents and necessary information. The Chief Administrative Officer also wrote an authorization letter to the researcher to carry out study with this district.

The researcher obtained informed consent from all participants involved in the study. The researcher further provided clear and understandable information about the study's purpose, procedures, potential risks and benefits, and participants' rights to voluntary participation, confidentiality, and withdrawal from the study at any time.

The researcher protected the confidentiality and anonymity of participants by ensuring that their personal information and responses were kept confidential and could not be linked back to individual participants.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, INTERPRETATION

4.1 Introduction

This study aimed at investigating the influence of employee ethical code of conduct on the organizational performance of Pader District Local Government (Northern Uganda). The Study was guided by Specific objectives that include:- (i) to assess the status of employee ethical code of conduct in Pader District Local Government, (ii) to examine the level of performance of Pader District Local Government, (iii) to investigate the influence of Government legal framework on the relationship between ethical code of conduct and organizational performance in Pader District Local Government, (iv) to assess the relationship between employee ethical code of conduct and organizational performance of Pader District Local Government. Data was collected through the use of Questionnaires and interview Guide which was administered to the sample population of 67 respondents and majority 63 questionnaires were returned for data analysis. Descriptive tools such as means values and standard deviations, frequency and percentages, Pearson, Model summary, ANOVA, and inferential statistics were used to analyze data.

4.2 Response Rate

Out of 67(100%) of all the respondents, majority 63(94%) returned the questionnaire for analysis as seen in the Table 2 below:

Table 2: Response Rate

Response/Return rate	Frequency	Percent (%)
Returned	63	100.0%
Not returned	0	0.0%
TOTAL	63	100.0%

Source: Primary Data, 2024

4.3 Background information of respondents

This information was very essential to ensure the sample that participated had characteristic distribution similar to that of the population it was drawn from. This determines accuracy, prediction reliability, and representativeness of the information drawn from the sample to the entire population. The study respondents during the field data finding were the Head of Employees (Chief Administration Officer-CAO), heads of all departments, administration and operation staff. This section provides profile of employees from the different departments. The profile covered sex of the respondents, Age, number of years worked and the highest education qualifications. This analysis has been done specifically to show the representation of the respondents with regards to their background as indicated in Table 3 below.

4.3.2 Demographic Profile

The researcher assessed the demographic profile of the respondents are presented in the Table 3 below:

Table 3: Demographic Profile of the respondents

Demographic Information		Frequency	Percent
Sex of the Respondents	Male	34	54.0%
	Female	29	46.0%
Age of the respondents	18-25	1	1.6%
	26-33	11	17.5%
	34-41	29	46.0%
	42-49	16	25.4%
	50 and above	6	9.5%
Academic Qualification	Primary	0	0.0%
	Secondary	3	4.8%
	Diploma	18	28.6%
	Bachelor	24	38.1%
	Postgraduate Diploma	15	23.8%
	Master	3	4.8%
Working experience	>1 Year	0	0.0%
	1-4 Years	23	36.5%
	Above 5 Years	40	63.5%

Source: Primary Data, 2024

The demographic profile of respondents in this study, as presented in Table 3, provides critical insights into the employee population of Pader District Local Government. These demographic characteristics play a vital role in understanding the relationship between the ethical code of conduct and organizational performance.

Regarding sex/gender of the respondents, findings revealed that 34 (54.0%) and 29 (46.0%) of the respondents were male and female respectively. The gender distribution reveals a near balance between male and female employees, with males slightly outnumbering females. This ratio reflects a relatively inclusive work environment, where both genders participate significantly in the workforce. In comparison, studies such as those conducted by Rodríguez-Ruiz, Rodríguez-Duarte & Gómez-Martínez (2016) highlight that a gender-balanced workforce can positively impact organizational performance due to diverse perspectives and decision-making approaches. However, some research like Nguyen, Nguyen, Vo & Tuan (2023) points out that male dominance in certain regions still exists, leading to challenges in equitable representation in leadership positions. The 54% male representation in this context could suggest a continued but diminishing gender gap in local government employment in Northern Uganda.

Findings also revealed the age of the respondents that 18-25 years (1.6%), 26-33 years (17.5%), 34-41 years (46.0%), 42-49 years (25.4%), and lastly 50 years and above (9.5%). The majority of the respondents fall within the 34-41 years age range (46.0%), followed by 42-49 years (25.4%). This indicates that the workforce is largely composed of middle-aged individuals. The relatively low percentage of younger employees (1.6% in the 18-25 years range) suggests a limited infusion of new talent or recent graduates, which could have implications for innovation and the adoption of new practices in the workplace. According to Bashir, Hameed, Bari & Ullah (2021) predominantly middle-aged workforce tends to have more stability and experience, which is advantageous for maintaining organizational performance. However, Gomes & Marques (2020) argue that organizations may benefit from including younger employees, who are often more adaptable to change and new technologies, which can be crucial for improving organizational performance.

Academic Qualification of Respondents were also revealed. Findings revealed none respondents in primary, Secondary (4.8%), Diploma (28.6%), Bachelor (38.1%), Postgraduate Diploma

(23.8%) and masters (4.8%). The academic qualifications of respondents reveal that the majority hold a Bachelor's degree (38.1%), followed by Diploma holders (28.6%) and Postgraduate Diploma holders (23.8%). This indicates a highly educated workforce, with more than 60% of respondents having qualifications above the diploma level. A well-educated workforce is essential for adhering to ethical codes of conduct and improving organizational performance, as higher educational levels are often associated with better ethical decision-making, as noted by Hauser (2020). The absence of primary education qualification (0%) reflects that the local government recruit employees with higher educational standards, which is consistent with recent public sector employment trends in Uganda. Kassim & Abu (2022) agree that higher educational qualifications improve not only ethical adherence but also job performance, though some studies such as Ali & Ahmed (2021) suggest that practical experience may, at times, compensate for the lack of formal education.

Work Experience of Respondents revealed that those who have served for >1 Year were none (0.0%), 1-4 Years (36.5%), above 5 Years (63.5%). The majority of respondents (63.5%) have more than five years of working experience, while 36.5% have 1-4 years of experience. No respondents have less than a year of working experience, suggesting that the organization is composed of long-serving employees who are likely to have a strong understanding of the organizational culture and ethical codes of conduct. According to Kang & Lee (2022), employees with longer tenures tend to have better organizational commitment and adherence to ethical guidelines, which enhances organizational performance. However, Wong & Law (2020) caution that too much reliance on long-serving employees can sometimes lead to resistance to change, and organizations need to balance experience with fresh perspectives to remain competitive.

4.4 Status of employee ethical code of conduct in Pader District Local Government

The researcher assessed the status of employee ethical code of conduct in Pader District Local Government and this formed the first specific objective of the study. Each variable of employee ethical code of conduct such as integrity, respect and justice. Integrity, respect and justice is a fundamental aspect of employee code of conduct in local government in Uganda including Pader district local government. These are stipulated and confirmed in the Leadership Code Act 2002

and the Public Standing Orders (2021) which applies to public officers and emphasizes the importance of integrity in their roles.

4.4.1 Integrity

Table 4: Integrity

Integrity	SD	D	SD+D	N	A	SA	A+SA
Employees of Pader District Local Government are always honest in their professional interaction.	3.2%	17.5%	20.6%	11.1%	61.9%	6.3%	68.3%
Employees of Pader District Local Government are always truthful in all their professional interactions.	4.8%	19.0%	23.8%	14.3%	55.6%	6.3%	61.9%
In Pader District Local Government, honesty, openness and transparency are actively encouraged	3.2%	14.3%	17.5%	12.7%	52.4%	17.5%	69.8%
Integrity is considered a fundamental aspect of my organizational culture.	3.2%	9.5%	12.7%	25.4%	47.6%	14.3%	61.9%
Employees of Pader District Local Government maintain high level of confidentiality.	4.8%	14.3%	19.0%	22.2%	44.4%	14.3%	58.7%
Employees in the Pader District Local Government consistently adhere to the established ethical guidelines in their daily work activities.	4.8%	17.5%	22.2%	14.3%	44.4%	19.0%	63.5%
The leadership in Pader District Local Government demonstrates and enforces high standards of integrity among its employees.	4.8%	14.3%	19.0%	19.0%	47.6%	14.3%	61.9%
Employees in the Pader District Local Government report unethical behaviors when they observe them.	7.9%	17.5%	25.4%	15.9%	47.6%	11.1%	58.7%
Decisions made by employees in Pader District Local Government are based on fairness, transparency, and accountability.	6.3%	14.3%	20.6%	19.0%	44.4%	15.9%	60.3%
Average:	4.6%	15.5%	20.0%	16.9%	50.2%	12.9%	63.1%

Source: Primary Data, 2024

According to the findings in Table 4 above, 68.3% of the employees in Pader District Local Government either agreed that they are honest in their professional interactions, while 20.6% disagree. This suggests that the majority perceive themselves as maintaining integrity in their

interactions, which aligns with the ethical expectations of public sector employees. Honesty is a critical aspect of public service ethics, as noted by authors such as Derfler-Rozin & Park (2022) who argue that honesty in professional interactions enhances public trust in governance. However, the 20.6% who do not agree with this statement reflect potential issues with ethical compliance, which may hinder organizational performance and contribute to public distrust in local government services. This finding contrasts with research by Huberts (2018), who found that a higher percentage of employees in local governments in European countries exhibited consistent honesty in interactions.

The data shows that 61.9% of employees agree that they are truthful in professional interactions, with 23.8% disagreeing. Although the majority consider themselves truthful, this moderate disagreement rate signals a need for improved integrity training and reinforcement of ethical standards. Truthfulness is a foundational element of integrity, as it fosters transparency and accountability in organizational processes. On the other hand, the disagreement of 23.8% may reflect underlying organizational or cultural challenges, including inadequate oversight or lenient ethical enforcement.

With 69.8% of respondents agreeing that honesty, openness, and transparency are actively encouraged, this indicates a positive organizational culture at Pader district local government. Active encouragement of these principles often leads to an organizational climate that fosters accountability and promotes ethical behavior. Indeed, ethical leadership plays a significant role in encouraging such behaviors. However, 17.5% of employees disagree, which could reflect gaps in the enforcement of ethical behavior or inconsistency in the implementation of ethical policies.

About 61.9% of the respondents believe that integrity is embedded in the organizational culture of Pader District Local Government, but 12.7% disagree. This suggests that while most employees view integrity as fundamental to their organizational culture, a sizable minority perceives a disconnect between the stated organizational values and actual practices. The fact that a portion of the workforce does not feel integrity is emphasized suggests a need for more robust ethical leadership and internal controls.

While 58.7% of respondents agree that employees maintain high levels of confidentiality, 19.0% disagree. Maintaining confidentiality is crucial in public administration like in Pader district local government, especially in protecting sensitive information about governance and citizen welfare. The findings suggest a need for further training and adherence to confidentiality protocols, particularly since a significant percentage of employees may not fully comply with these ethical standards. This trend is concerning because breaches in confidentiality can severely undermine public trust and organizational credibility.

With 63.5% of employees agreeing that they consistently adhere to established ethical guidelines, this suggests a relatively high compliance rate. However, the 22.2% who disagree pose a concern for ethical management within the local government. Ethical guidelines are essential for creating standardized behaviors that prevent misconduct, findings suggest that some employees may require additional ethical training or that ethical guidelines need clearer communication and enforcement.

Findings also revealed that 61.9% of respondents agree that leadership in Pader District Local Government demonstrates and enforces high standards of integrity. This reflects positively on the leadership's role in fostering ethical behavior, which is essential for aligning employee actions with organizational values. Ethical leadership has been found to influence organizational performance positively because employees who model integrity inspire similar behaviors in their subordinates. However, 19.0% of employees disagree, indicating that leadership's ethical standards may not be uniformly applied or perceived across the organization.

Although 58.7% of respondents agree that they report unethical behaviors, 25.4% disagree. This suggests a significant proportion of employees may either fear retaliation or lack the mechanisms to report unethical behavior effectively. The willingness to report unethical behavior is critical in maintaining organizational integrity. The relatively high percentage of disagreement signals the need for better whistleblowing mechanisms or protections to ensure employees feel safe reporting unethical practices in Pader district local government.

Lastly, 60.3% of employees agree that decisions in the Pader District Local Government are made based on fairness, transparency, and accountability, while 19.0% disagree. Fair and

transparent decision-making processes are vital for building public trust and ensuring equitable service delivery. However, the 19.0% of disagreement points to potential inconsistencies in decision-making processes, which may undermine employee morale and organizational effectiveness.

On average, the findings on the nine (09) statements about integrity in Pader District Local Government. The average results indicate that while a significant portion of the employees demonstrates integrity through honesty and adheres to ethical guidelines, there are still notable gaps in consistent ethical behavior. Specifically, 20% of the respondents expressed disagreement (SD+D) regarding the integrity-related statements, indicating concerns about adherence to ethical standards. However, a substantial 63.1% (A+SA) agreed that integrity is upheld, showing a general positive outlook. Additionally, over 60% of the respondents affirmed the presence of honesty, openness, and transparency, with leadership playing an active role in enforcing these values. Nonetheless, areas like reporting unethical behaviors scored relatively lower, signaling a need for improvement in promoting an environment where employees feel confident in reporting misconduct. Overall, the data suggest that while integrity is largely valued and practiced within Pader District Local Government, there remains room for encouraging transparency and accountability among employees.

Respondent A2 argued during the interview as follows:

“Yes, I can rate employee integrity here to be moderate and sometimes low. Some employees are indisciplined whereby they do not have manners in handling their work. Most of the employees here do not have integrity for example, some employees serve the community with personal bias and they do not uphold the rule of law of service delivery. Some of the employees work hard to ensure that their relatives and friends who are better off benefit from some of the services like Parish Development Models (PDM) among others.” (Interview dated 8th October 2024 in the Pader District Headquarter).

Respondent A6 argued during the interview as follows:

“The general outlook of integrity of employees here is an aspect that is compromised so much here. For example, when it comes to the issues of money,

some employees eat part of the money which should be used in work.” (Interview dated 3rd October 2024 in the Pader District Headquarter).

Respondent A6 argued during the interview as follows:

“In terms of integrity, big number of teachers and some other employees within this district have challenge with their academic qualification. Some have forged academic qualifications – something which has compromised integrity. Some of these employees are linked to such job politically but yet we have the capacity to verify these academic papers but the challenge remains with lack of resources like funds, time and technical officers.” (Interview dated 2nd October 2024 in the Pader District Headquarter).

While integrity is evidently valued and practiced by many within Pader District Local Government, there are persistent challenges that limit its full realization. These challenges include favoritism, financial misconduct, and the presence of unqualified personnel. Without strong enforcement mechanisms, adequate resources, and a secure environment for reporting misconduct, ethical standards are likely to remain inconsistently applied. There is a pressing need to reinforce internal controls, enhance leadership accountability, and invest in systems that promote ethical behavior across all levels of the institution.

4.4.2 Respect

Table 5: Respect

Respect	SD	D	SD+D	N	A	SA	A+SA
Respect for diverse opinions and perspectives is actively encouraged in our organization	4.8%	11.1%	15.9%	22.2%	49.2%	12.7%	61.9%
Employees in our organization treat each other with courtesy and consideration.	1.6%	12.7%	14.3%	27.0%	50.8%	7.9%	58.7%
I feel that my contributions and ideas are valued by my colleagues and superiors.	1.6%	11.1%	12.7%	15.9%	58.7%	12.7%	71.4%
The organization promotes a culture of inclusivity and respects individual differences.	3.2%	15.9%	19.0%	19.0%	50.8%	11.1%	61.9%
I observe respectful communication between employees at all levels of the organization.	3.2%	14.3%	17.5%	7.9%	54.0%	20.6%	74.6%
Employees in Pader District Local Government treat each other with dignity and respect regardless of their job titles or roles.	6.3%	22.2%	28.6%	15.9%	39.7%	15.9%	55.6%
There is a culture of mutual respect and understanding among all employees within the Pader District Local Government.	9.5%	25.4%	34.9%	12.7%	41.3%	11.1%	52.4%
Supervisors and managers in Pader District Local Government demonstrate respect towards their subordinates in daily interaction.	7.9%	14.3%	22.2%	19.0%	41.3%	17.5%	58.7%
AVERAGE:	4.3%	16.1%	20.4%	17.2%	49.2%	13.1%	62.4%

Source: Primary Data, 2024

Statement of inquiry was obtained to find out whether employees have respect for diverse opinions and perspectives is actively encouraged in Pader District Local Government. Finding revealed that 15.9% disagreed, neutral (22.2%), agreement (61.9%). A significant majority (61.9%) of employees agreed that respect for diverse opinions and perspectives is actively encouraged in the organization. This suggests that the leadership and organizational culture in

Pader District Local Government promote openness and inclusivity. However, 15.9% of respondents still express disagreement, which could indicate that efforts to respect diverse viewpoints are not uniformly felt across all levels or departments. While the overall perception is positive, the presence of a notable proportion of employees who disagree points to potential areas for improvement. This might involve reinforcing respect for diversity through more inclusive decision-making practices and additional training on cultural competence to further foster an environment of respect.

Treatment with Courtesy and Consideration was another statement of inquiry. Most employees (58.7%) feel that courtesy and consideration are part of the daily interactions among colleagues. However, the relatively high neutral response (27.0%) indicates that some employees may not have a strong opinion on this issue, possibly because they do not frequently observe discourteous behavior or because the behaviors are inconsistent. The high level of neutrality suggests that there may be inconsistencies in how courtesy and consideration are practiced across departments. To address this, leadership could implement consistent communication protocols to standardize respectful interactions across the board.

A large majority (71.4%) of employees feel that their contributions and ideas are valued by their colleagues and superiors. This is a positive indicator of a supportive organizational environment that fosters employee participation and recognition. Valuing employees' contributions is critical for job satisfaction and motivation. The 71.4% agreement rate indicates that Pader District Local Government has established a culture where input is appreciated. Still, to achieve universal satisfaction, the organization may need to enhance transparency in decision-making to ensure even the 12.7% who disagree feel heard.

A majority of employees (61.9%) believe that the organization promotes inclusivity and respects individual differences, though 19.0% express disagreement. This suggests that while the overall organizational culture leans toward inclusivity, there is still a significant minority that does not feel this culture is consistently practiced. The high percentage of agreement is encouraging, but the nearly 20% disagreement highlights a gap in the promotion of inclusivity. This may be due to challenges in managing diversity across various departments, which could be addressed by tailored interventions aimed at promoting a more inclusive organizational culture.

An overwhelming 74.6% of employees observe respectful communication between staff members at all levels, with only 17.5% expressing disagreement. This high level of agreement underscores a strong culture of respect, particularly in communication. Effective communication is a cornerstone of a well-functioning organization, and the high level of agreement suggests that respectful communication is a strength within the Pader District Local Government. Efforts should continue to maintain this, while addressing the concerns of the 17.5% who do not experience respectful communication consistently.

Although a majority (55.6%) agree that employees are treated with dignity and respect regardless of job title, the fact that 28.6% disagree is concerning. This indicates that hierarchical barriers may affect how employees perceive respect in the workplace. The relatively high disagreement could indicate that lower-level employees feel less respected compared to those in higher positions. To resolve this, leadership should work on breaking down hierarchical barriers and ensuring equal treatment for all employees, perhaps through leadership training and fostering a more collaborative environment.

Just over half of the employees (52.4%) agree that there is a culture of mutual respect and understanding within the organization, while a significant 34.9% disagree. This disparity suggests that mutual respect may not be as ingrained as other aspects of the organizational culture. The high level of disagreement here is a warning sign. The organization needs to focus on building mutual respect through conflict resolution training and team-building exercises. Creating platforms for employees to express concerns and be heard could also improve the situation.

A majority (62.4%) of respondents agree that supervisors and managers demonstrate respect toward their subordinates, though 16.1% disagree. This indicates that while leadership generally shows respect, there may be pockets where respect is not consistently displayed. Since respectful leadership is vital for organizational performance, this finding suggests that Pader District Local Government is on the right path. However, targeted leadership training to ensure all supervisors consistently demonstrate respect will be crucial for further improvement.

On average, the findings on the status of respect among employees in Pader District Local Government reveal an overall positive perception, with an average of 62.4% of respondents agreed (A+SA) that respect is upheld within the district. This suggests that a majority of employees perceive a respectful work environment. However, there are still some concerns, as 20.4% of respondents expressed disagreement (SD+D) with respect-related statements, indicating that not all employees consistently experience respect in the workplace. Key areas like respectful communication and the value of contributions from colleagues received strong positive responses, with 74.6% and 71.4% agreement, respectively. Nevertheless, issues like respect across different job titles and roles, where only 55.6% agreed, and the mutual respect culture, which garnered 52.4%, show areas where improvements are needed. Overall, while respect is generally promoted, there are notable areas requiring attention to enhance inclusivity and mutual respect further.

Respondent A1 argued during the interview as follows:

“Respect in this district among employees is somehow unlike those days where there was low respect among employees. In most cases any employee who tries to show disrespect towards their supervisors are called for disciplinary hearing against them and interdiction is imposed on them if found guilty. This is why most employees are now respectful because in the past some employees were interdicted from their work because of showing disrespect like fighting and despising their supervisors. Today, we have very few cases of disrespect.”
(Interview dated 8th October 2024 in the Pader District Headquarter).

Respondent A3 argued during the interview as follows:

“The respect is there though some employees here go beyond. For example, some work meant to be done by senior staff, you find that the junior staff are the ones doing it without guidance and instructions from their bosses.” (Interview dated 5th October 2024 in the Pader District Headquarter).

Respondent A6 argued during the interview as follows:

“Respect amongst employees here is still a challenge especially among drivers, teachers and nurses. Teachers have challenges of insubordination, absenteeism from work and poor communication channels. We have some teachers who writes

bad letters like quarrelling to CAO instead of seeking for guidance and inquiries with humility and respect.” (Interview dated 8th October 2024 in the Pader District Headquarter).

Therefore, while respect is largely maintained among employees of Pader District Local Government, challenges persist in specific sectors and across hierarchical lines. Disciplinary frameworks have contributed to greater adherence to respectful conduct, yet issues such as role confusion, poor communication, and insubordination need ongoing attention. Strengthening leadership, clarifying job roles, and promoting respectful communication practices across all departments will be vital in nurturing a more inclusive and respectful workplace culture.

4.4.3 Justice

Table 6: Justice

Justice	SD	D	SD+D	N	A	SA	A+SA
I believe that all employees treated each other with fairness at Pader District Local Government.	20.6%	27.0%	47.6%	15.9%	33.3%	3.2%	36.5%
Employees at Pader District Local Government are objective in dealing with each other.	20.6%	23.8%	44.4%	17.5%	33.3%	4.8%	38.1%
Justice is consistently practiced in decision-making processes within Pader District Local Government	19.0%	25.4%	44.4%	14.3%	39.7%	1.6%	41.3%
I feel that employees of Pader District Local Government value diversity in every activity transacted.	14.3%	20.6%	34.9%	22.2%	41.3%	1.6%	42.9%
Employees at Pader District Local Government are united without any sense of discrimination.	22.2%	31.7%	54.0%	19.0%	27.0%	0.0%	27.0%
I feel that conflicts are resolved fairly and constructively among employees.	19.0%	27.0%	46.0%	22.2%	27.0%	4.8%	31.7%
AVERAGE:	19.3%	25.7%	45.1%	17.8%	34.9%	2.2%	37.2%

Source: Primary Data, 2024

The results in Table 6 above show that 47.6% of the employees disagreed (20.6% strongly disagreed and 27.0% disagreed) with the statement that employees treat each other with fairness,

while only 36.5% agreed or strongly agreed. This indicates that nearly half of the respondents perceive a lack of fairness, which suggests the existence of inequities in interpersonal relations within the local government. The fairness of treatment is fundamental to employee satisfaction and morale, so such a perception of unfairness could contribute to low employee motivation and performance.

A similar trend is seen with the perception of objectivity, with 44.4% of employees disagreeing and only 38.1% agreeing. Objectivity in dealings is crucial for promoting transparency and trust among employees. When more than four in ten employees believe that objectivity is lacking, it points to potential biases or favoritism, which could undermine organizational performance and trust.

In terms of justice in decision-making, 44.4% disagreed that justice is consistently practiced, while 41.3% agreed. The fact that the majority are not convinced that justice is upheld in decision-making processes suggests that key administrative decisions might be perceived as biased or unfair. Since justice in decision-making directly influences employees' trust in management, this perception could lead to reduced engagement and effectiveness in their roles.

A relatively higher proportion of employees (42.9%) agreed that diversity is valued, with 34.9% disagreeing. Although this is a more positive result compared to other aspects of justice, it still reflects that a notable portion of the workforce feels that diversity is not adequately appreciated. Valuing diversity is essential for fostering inclusivity, innovation, and teamwork, so any negative perceptions in this regard could hinder collaboration and organizational cohesion.

The strongest negative perception arises in the statement about unity and the absence of discrimination, where 54.0% disagreed that employees are united without discrimination. Only 27.0% agreed, indicating that a significant number of employees perceive division and discriminatory practices within the organization. This highlights a serious issue, as perceived discrimination can significantly lower employee morale, increase turnover, and negatively impact organizational culture and performance.

The data on conflict resolution is not fully detailed but provides an average disagreement rate of 46.0% and an agreement rate of 31.7%. This suggests that many employees do not believe conflicts are resolved fairly or constructively. Effective conflict resolution is vital for maintaining a positive working environment and ensuring that tensions do not escalate into more serious issues. The lack of confidence in conflict resolution mechanisms could point to systemic issues in how disputes are managed within the local government.

On average, the findings on the status of justice in Pader District Local Government indicate significant concerns regarding fairness and equality among employees. The average results reveal that 45.1% of the respondents expressed disagreement (SD+D), highlighting a perceived lack of justice in various aspects of the workplace. In contrast, only 37.2% of the employees agreed or strongly agreed (A+SA) that justice is practiced within the PDLG. Notably, justice in decision-making processes was rated somewhat positively, with 41.3% of employees agreeing that it is consistently upheld. However, fairness in treatment, objectivity in dealings, and the absence of discrimination scored lower, with agreement levels hovering around 36.5% to 38.1%, indicating dissatisfaction in these areas. Additionally, the perception of unity among employees without discrimination was especially low, with only 27% agreement, showing that discrimination may still be a significant issue within the organization. Overall, the data suggest that justice is an area requiring substantial improvement in Pader District Local Government to ensure fair and equitable treatment of all employees.

Respondent A3 argued during the interview as follows:

“We have a disciplinary committee known as reward and sanction committee who handle issues amongst staffs in PDLG. But first, before he or she is summoned, he is first given a warning letter for his or her actions. Unless such action becomes frequent and reoccurring that is when the matter is referred to such committee to handle. Much as there is fair hearing, some employees have always remained adamant to change. Such employees have been interdicted from work by accounting officer.” (Interview dated 8th October 2024 in the Pader District Headquarter).

Respondent A2 argued during the interview as follows:

“Fair hearing in case of problems is fairly done but, in most cases, they can call some employees to sit them down for injustices. However, some employees who causes injustices may not listen to the call for case hearing.” (Interview dated 8th October 2024 in the Pader District Headquarter).

Respondent A3 argued during the interview as follows:

“As far as the employee ethical code of conduct in PDLG is concerned, we in PDLG we are not doing well. On the areas of dressing code, we are not doing well. Some employees still come with slippers and indecent clothes to office to work. Secondly, some employees give information of PDLG to a third party which by law is not actually supposed to be like that. Any information like financial among others is supposed to be given by CAO.” (Interview dated 8th October 2024 in the Pader District Headquarter).

Respondent A6 argued during the interview as follows:

“The general employee ethical code of conduct here in PDLG is low or poor and I am attributing it to the time of the LRA war that was here, time for survival for the fittest. Such poor conduct affects performance negatively.” (Interview dated 8th October 2024 in the Pader District Headquarter).

There is a clear indication that the administration of justice in Pader District Local Government faces multiple obstacles. Despite the presence of formal mechanisms like disciplinary committees and fair hearing processes, their implementation lacks consistency and effectiveness. Furthermore, behavioral issues such as improper dress codes, unauthorized information sharing, and resistance to authority reflect systemic weaknesses in upholding ethical conduct. These findings highlight the urgent need for strengthened institutional frameworks, consistent enforcement of professional standards, and sustained capacity building to promote a more just and equitable work environment.

4.5 The level of performance of Pader District Local Government

The researcher examined the level of performance of Pader District Local Government. This formed the second specific objective of the study. Performance of Pader District local government was measured in terms of work quality, effectiveness, efficiency and timeliness.

4.5.1 Work Quality

Table 7 Work Quality

Work Quality	SD	D	SD+D	N	A	SA	A+SA
The services offered by PDLG are reliable.	3.2%	7.9%	11.1%	20.6%	55.6%	12.7%	68.3%
The services offered by PDLG meets the expectation of all its stakeholders.	7.9%	19.0%	27.0%	20.6%	44.4%	7.9%	52.4%
Pader PDLG puts the interest of its stakeholders first while offering services.	4.8%	25.4%	30.2%	9.5%	55.6%	4.8%	60.3%
Employees of PDLG perform their tasks with minimal errors.	6.3%	14.3%	20.6%	31.7%	39.7%	7.9%	47.6%
The employees of PDLG are always available to offer their services.	1.6%	7.9%	9.5%	14.3%	55.6%	20.6%	76.2%
The tasks assigned to me are clear and well-defined	1.6%	4.8%	6.3%	11.1%	49.2%	33.3%	82.5%
I consistently meet the quality standards expected in my work	0.0%	6.3%	6.3%	17.5%	47.6%	28.6%	76.2%
I have the necessary resources and tools to perform my job effectively	9.5%	30.2%	39.7%	22.2%	30.2%	7.9%	38.1%
AVERAGE:	3.6%	12.2%	15.9%	17.9%	49.7%	16.5%	66.2%

Source: Primary Data, 2024

Findings revealed that 68.3% of the respondents agreed or strongly agreed (A+SA) that the services offered by PDLG are reliable. Only 11.1% disagreed (SD+D), while 20.6% remained neutral (N). The high percentage of agreement suggests that a majority of respondents perceive the services provided by PDLG as dependable. This is a positive reflection of the local government's ability to consistently deliver services to the community. However, the presence of a significant neutral response (20.6%) indicates that there are still areas for improvement, where employees may feel uncertain about the reliability of service delivery. Service reliability is a critical measure of organizational performance. For PDLG, the majority agreement implies that the district is able to maintain regular and dependable services. This perception of reliability can

enhance public trust and improve organizational performance. However, addressing the concerns of the minority who feel otherwise could further enhance this perception.

Findings also revealed that 52.4% agreed or strongly agreed that PDLG services meet the expectations of stakeholders, while 27.0% disagreed, and 20.6% were neutral. While the majority perceive that stakeholder expectations are being met, the high proportion of disagreement (27.0%) is concerning. This suggests that a significant portion of employees believe there is a gap between service delivery and stakeholder expectations. Meeting stakeholder expectations is essential for organizational performance, particularly in a local government context where citizens, NGOs, and other stakeholders play vital roles. The 27.0% who disagree indicate dissatisfaction, which could stem from misaligned priorities or inadequate resources. To address this, PDLG could engage more closely with stakeholders to understand their needs better and tailor services to meet those needs effectively.

Findings also revealed that 60.3% agreed or strongly agreed that PDLG prioritizes stakeholder interests, with 30.2% disagreeing and 9.5% neutral. The majority of employees believe that PDLG places stakeholder interests at the forefront. However, the 30.2% disagreement indicates that there may be inconsistencies in this practice. In public service, prioritizing the interests of stakeholders is crucial for enhancing organizational performance and service delivery. The disagreement suggests that not all employees feel that this is happening effectively in PDLG. This may point to a lack of transparency or communication issues within the organization, which could be addressed through better stakeholder engagement strategies and internal communication.

About 47.6% agreed or strongly agreed that employees perform tasks with minimal errors, while 20.6% disagreed, and 31.7% remained neutral. Less than half of the respondents feel that tasks are performed with minimal errors, indicating a significant room for improvement. The high level of neutrality (31.7%) suggests uncertainty among employees regarding the accuracy and precision of their work. Task accuracy is a fundamental aspect of work quality, and the relatively low percentage of agreement raises concerns about the efficiency and effectiveness of employees. This may indicate the need for additional training, improved processes, or enhanced supervision to reduce errors and improve overall work quality.

Findings revealed that 76.2% agreed or strongly agreed that PDLG employees are always available to offer services, with only 9.5% disagreeing and 14.3% neutral. The overwhelming majority (76.2%) believe that employees are readily available to offer services, which is a strong positive indicator of organizational performance. Availability is a key determinant of service delivery success in public institutions. The high level of agreement suggests that PDLG employees are committed to being present for the public, which directly supports effective service provision. This level of dedication could contribute to higher public satisfaction and better organizational performance.

Findings also show that 82.5% agreed or strongly agreed that their tasks are clear and well-defined, with only 6.3% disagreeing and 11.1% neutral. A large majority of respondents feel that they are given clear instructions and well-defined tasks, which is crucial for job performance. Clear communication of responsibilities ensures that employees can perform their tasks effectively and efficiently. The high percentage of agreement is a positive reflection of PDLG's management practices, suggesting that there is little ambiguity in task assignments, which can lead to higher productivity and better organizational outcomes.

Findings show that 76.2% of employees agreed that they consistently meet the quality standards expected in their work, with only 6.3% disagreeing and 17.5% neutral. The majority of employees believe they meet the required standards, indicating confidence in their own performance and adherence to organizational quality benchmarks. Consistently meeting quality standards is essential for maintaining organizational credibility and achieving high levels of performance. This positive self-assessment suggests that employees are both capable and motivated to meet the expectations set by the organization.

The findings on work quality at Pader District Local Government (PDLG) indicate generally positive perceptions, with an average of 66.2% of respondents agreed (A+SA) that work quality standards are met. The highest level of agreement (82.5%) was observed regarding task clarity, with employees affirming that their assignments are clear and well-defined. Additionally, 76.2% of respondents felt that they consistently meet quality standards in their work and that employees are readily available to offer services, reflecting strong performance in service delivery. However, there are areas requiring attention. For example, while 68.3% of respondents view the

services as reliable, only 52.4% agreed that the services meet stakeholder expectations, indicating a potential gap between service delivery and stakeholder satisfaction. Furthermore, 60.3% agreed that PDLG prioritizes stakeholder interests, suggesting room for improvement in stakeholder engagement. In terms of employee performance, while 47.6% agreed that tasks are performed with minimal errors, there remains a significant portion (20.6%) who disagreed, indicating that errors in task execution still occur. Overall, the findings suggest that while work quality is generally satisfactory, there are areas for enhancement, particularly in stakeholder satisfaction and reducing errors in task execution.

Respondent A4 argued during the interview as follows:

“The quality of work in PDLG is okay. We have the technical people and political wing who do the supervision on the quality of work done (project done). This is always done during the implementation of projects hence by this, quality is always seen during handover of the projects.” (Interview dated 8th October 2024 in the Pader District Headquarter).

Respondent A6 argued during the interview as follows:

“The quality of services in PDLG is improving. Even in the supervision of infrastructures like roads, schools and health care facilities in the last financial year has greatly improved!” (Interview dated 8th October 2024 in the Pader District Headquarter).

Respondent A6 argued during the interview as follows:

“The quality of work is being compromised because we have only three substantive appointed head of department such as District Commercial officer, District Engineer and District Community Development Officer, out of 11 departments in total. We do not have the wage to recruit the substantive officers. The rest are acting and even they are not qualified! This one affects performance at the national assessments level” (Interview dated 8th October 2024 in the Pader District Headquarter).

These implies that while PDLG is generally perceived as reliable and committed to consistent service delivery, there remain notable concerns related to stakeholder satisfaction, employee

performance accuracy, and persistent staffing gaps, which collectively reflect underlying challenges in maintaining comprehensive and balanced organizational effectiveness.

4.5.2 Effectiveness

Table 8 Effectiveness

Effectiveness	SD	D	SD+D	N	A	SA	A+SA
The employees of Pader District Local Government usually meet their work targets	3.2%	11.1%	14.3%	25.4%	54.0%	6.3%	60.3%
The tasks assigned to employees are usually accomplished as expected.	0.0%	14.3%	14.3%	27.0%	47.6%	11.1%	58.7%
The output produced by the employees in this institution is commendable.	1.6%	12.7%	14.3%	20.6%	61.9%	3.2%	65.1%
Employees of Pader District Local Government contribute positively towards the Organizational goal(s).	1.6%	7.9%	9.5%	19.0%	63.5%	7.9%	71.4%
Employees usually utilize resources as planned.	4.8%	15.9%	20.6%	17.5%	54.0%	7.9%	61.9%
The local government leaders in Pader District demonstrate strong accountability in managing public resources.	1.6%	20.6%	22.2%	23.8%	46.0%	7.9%	54.0%
AVERAGE:	2.2%	12.4%	14.6%	21.9%	56.2%	7.3%	63.5%

Source: Primary Data, 2024

According to the data in Table 8, 60.3% of respondents (sum of Agree (A) and Strongly Agree (SA)) indicated that employees of Pader District Local Government usually meet their work targets. However, 14.3% disagreed (sum of Strongly Disagree (SD) and Disagree (D)), while 25.4% remained neutral. This indicates that the majority of employees are confident about meeting their work targets, but a significant proportion either disagree or are uncertain. The high percentage of agreement suggests that employees are generally able to fulfill their roles, which positively contributes to organizational performance. However, the 14.3% of disagreement signals areas for improvement, potentially due to issues such as resource limitations or inefficient work processes.

A total of 58.7% of respondents agreed that tasks assigned to employees are accomplished as expected, while 14.3% disagreed. 27% remained neutral. The high level of agreement reflects

that task completion aligns with expectations, which is a positive indicator of organizational performance. However, the 14.3% disagreement highlights challenges that may affect task fulfillment, such as unclear job roles, lack of motivation, or insufficient supervision.

The majority of respondents (65.1%) agreed that the output produced by employees in this institution is commendable, while 14.3% disagreed, and 20.6% were neutral. This implies that a substantial portion of employees believe their work quality is high, contributing positively to the overall performance of the local government. The commendable output suggests effective execution of duties and responsibilities. However, the 14.3% disagreement and 20.6% neutrality suggest that improvements could be made in certain areas to boost overall satisfaction with employee output.

A high proportion of respondents (71.4%) agreed that employees contribute positively towards the organizational goals of Pader District Local Government, with only 9.5% disagreeing. This is a clear indication that employees are aligned with the strategic objectives of the organization, which enhances its overall performance. The 71.4% agreement also reflects a strong commitment to organizational success, which is crucial for achieving long-term goals. Nonetheless, the 9.5% disagreement, though small, shows that some employees may not feel adequately integrated into the organizational mission or may face barriers in contributing effectively.

Regarding resource utilization, 61.9% of respondents agreed that employees usually utilize resources as planned, while 20.6% disagreed, and 17.5% were neutral. This suggests that while the majority are positive about how resources are managed, a significant portion of respondents see inefficiencies in resource use. This could indicate issues with budget allocation, resource availability, or mismanagement, which could hinder the effectiveness of the local government.

The findings show that 54.0% of respondents agreed that the leaders in Pader District Local Government demonstrate strong accountability in managing public resources, while 23.8% disagreed, and 22.2% were neutral. Although more than half of the respondents view the leadership as accountable, the disagreement figure of 23.8% and a large neutral percentage indicate a mixed perception of accountability. This suggests the need for stronger measures in

promoting transparency, accountability, and responsible use of public resources, as poor accountability could undermine public trust and organizational effectiveness.

The findings on the effectiveness of employees in Pader District Local Government reveal generally positive perceptions. On average, 63.5% of respondents agreed (A+SA) that employees meet their targets, accomplish tasks as expected, and contribute positively toward organizational goals. Additionally, 56.2% indicated that employees utilize resources as planned, reflecting a fair level of resource efficiency. However, 21.9% of respondents expressed disagreement (SD+D), suggesting that some employees may struggle to meet expectations consistently. Overall, while the data points to a commendable level of effectiveness, areas such as resource utilization and accountability require further attention to enhance overall performance.

Respondent A3 argued during the interview as follows:

“PDLG always try to meet their goals but they cannot do it to the maximum. Reason being, the district is lacking 8 substantive heads of department. Those acting in key or critical positions in this district fail to effectively perform their activities. Some end up bribing for their continued stay in the acting position. These actors in most cases always dance to the tune of the appointing authority hence they end up working to please their appointing officers other than effectively executing their jobs. The acting offers have made performance of PDLG ineffective!” (Interview dated 14th October 2024 in the Pader District Headquarter).

This implies that the employees are viewed as capable of meeting their targets, accomplishing assigned tasks, producing commendable output, and contributing meaningfully to organizational goals. These positive perceptions suggest a functioning workforce that supports the district’s strategic objectives and service delivery. However, concerns persist regarding the consistent utilization of resources and the accountability of leadership, as some respondents express doubts about efficiency and transparency. However, there are still structural weaknesses, such as the lack of substantively appointed departmental heads, which may be undermining operational effectiveness and creating a culture of compromised performance. These mixed perceptions point

to both strengths in core employee functions and weaknesses in institutional leadership and resource governance.

4.5.3 Efficiency

Table 9 Efficiency

Efficiency	SD	D	SD+D	N	A	SA	A+SA
The staffs of Pader District Local Government usually accomplish their tasks within the shortest possible time.	6.3%	31.7%	38.1%	25.4%	33.3%	3.2%	36.5%
Different activities in Pader District Local Government are always implemented with minimal use of financial resources.	7.9%	34.9%	42.9%	17.5%	38.1%	1.6%	39.7%
Activities in this institution are implemented with minimal use of physical resources.	14.3%	27.0%	41.3%	19.0%	33.3%	6.3%	39.7%
The institution produced more output with minimal use of resources.	1.6%	28.6%	30.2%	23.8%	36.5%	9.5%	46.0%
The Pader district local government allocates resources effectively to meet the needs of the community.	4.8%	12.7%	17.5%	23.8%	49.2%	9.5%	58.7%
Services provided by the Pader district local government are delivered in a timely manner	4.8%	20.6%	25.4%	36.5%	28.6%	9.5%	38.1%
The communication between the Pader district local government and the public is clear and effective	3.2%	22.2%	25.4%	25.4%	38.1%	11.1%	49.2%
	6.6%	25.9%	32.6%	24.3%	36.5%	6.6%	43.1%
AVERAGE:							

Source: Primary Data, 2024

Findings above show that only 36.5% of respondents (A+SA) agreed or strongly agreed that staff accomplish their tasks within the shortest possible time, while 38.1% disagreed or strongly disagreed. The remaining 25.4% remained neutral. The results indicate a nearly even split between positive and negative perceptions, suggesting that efficiency in completing tasks is inconsistent. This could point to internal bottlenecks, such as bureaucratic delays, insufficient workforce, or inadequate supervision, preventing employees from completing tasks promptly. Addressing these issues would require reforms in workflow processes, training for staff on time management, or a reallocation of responsibilities to balance the workload.

About 39.7% of respondents (A+SA) agreed that activities are implemented with minimal financial resources, while 42.9% disagreed. 17.5% of respondents were neutral. The slight majority of respondents who disagreed suggests concerns regarding financial resource management. This raises the issue of potential inefficiencies, such as over-budgeting or misallocation of funds. A review of budgeting practices, stricter financial oversight, and more robust internal auditing systems could enhance cost-efficiency, which would benefit the overall organizational performance in the district.

Findings revealed that 39.7% of respondents (A+SA) agreed that activities are implemented with minimal physical resources, while 41.3% disagreed. 19.0% were neutral. Similar to the previous finding, nearly equal proportions of respondents perceive resource utilization either positively or negatively. This suggests that some departments may be managing their physical resources more efficiently than others. Streamlining the use of physical resources, possibly through improved inventory management and resource-sharing across departments, could reduce waste and increase efficiency.

Findings also revealed that 46.0% (A+SA) agreed that the institution produces more output with minimal resources, while 30.2% disagreed or strongly disagreed. 23.8% were neutral. A larger proportion of respondents view the district's output as relatively efficient. This is a positive indicator of organizational productivity and cost-effectiveness. However, the substantial neutral and disagreeing respondents suggest there is still room for improvement. Increasing transparency in resource allocation and investing in technology to optimize processes could help boost productivity further.

The highest level of agreement was seen here, with 58.7% (A+SA) of respondents affirming that resources are allocated effectively to meet community needs, while only 17.5% disagreed or strongly disagreed. This finding is particularly encouraging, indicating that the district is generally seen as responsive to community needs. Effective resource allocation is critical for maintaining public trust and achieving development objectives. Continued focus on participatory planning, where community members are actively involved in resource allocation decisions, could enhance this positive perception even further.

Timeliness of service delivery. Findings revealed that 38.1% (A+SA) agreed that services are delivered in a timely manner, while 25.4% disagreed. A significant proportion, 36.5%, remained neutral. The results suggest that timeliness of service delivery is perceived somewhat positively, but the high percentage of neutral responses indicates some level of uncertainty or variability in service delivery. Strengthening systems for monitoring service delivery timelines and reducing delays (such as through digital service delivery mechanisms) could improve the overall efficiency of government services.

Clear and effective communication with the Public. Findings revealed that communication with the public stands at 43.1% (A+SA), while 22.2% (SD+D) disagreed, and 25.4% were neutral. Clear communication is fundamental to organizational efficiency, especially in public service delivery. While the relatively high agreement rate is promising, the significant percentage of neutral and negative responses suggests that communication strategies could be improved. Enhancing communication channels, perhaps through modern tools like social media and SMS alerts, could bridge the gap between the local government and the public.

The findings on the efficiency of Pader District Local Government reveal mixed perceptions. On average, 43.1% of respondents agreed (A+SA) that PDLG is efficient in terms of resource allocation, timely service delivery, and communication with the public. However, a significant proportion (25.9%) expressed disagreement (SD+D), indicating concerns about the efficient use of both financial and physical resources. The relatively low agreement levels, particularly regarding accomplishing tasks in the shortest possible time (36.5%), suggest room for improvement in overall efficiency. While resource allocation to meet community needs scored higher (58.7%), the data highlights a need to enhance operational efficiency across various activities.

Respondent A2 argued during the interview as follows:

“Resource like money is always disbursed to the respective employees to execute their duties diligently. However, some employees when given money tend to underutilize the money given to them, they try so much to ensure that some money remains with them for their personal use. At the end, they do not do their work efficiently.” (Interview dated 14th October 2024 in the Pader District Headquarter).

Respondent A6 argued during the interview as follows:

“In terms of efficiency here in PDLG, I would say we are fairly well. We do not have much money to waste because of the design of the budget and the work plan. Because for instance in education, money comes for UPE and it is transferred to schools’ account and for tertiary institution. So, there is nothing like money to waste so much in most of the departments in PDLG” (Interview dated 8th October 2024 in the Pader District Headquarter).

4.5.4 Timeliness

Table 10 Timeliness

Timeliness	SD	D	SD+D	N	A	SA	A+SA
The local government services I require are consistently delivered within the expected time frame.	3.2%	25.4%	28.6%	36.5%	28.6%	6.3%	34.9%
I am satisfied with the speed at which my requests and applications are processed by the district local government	3.2%	33.3%	36.5%	25.4%	33.3%	4.8%	38.1%
The Pader District Local Government effectively meets deadlines for project completions and service delivery.	6.3%	30.2%	36.5%	28.6%	28.6%	6.3%	34.9%
Communication regarding delays in service delivery is promptly provided by the district local government."	9.5%	25.4%	34.9%	23.8%	33.3%	7.9%	41.3%
The local government staff in Pader District are responsive and timely in addressing my concerns and inquiries.	9.5%	27.0%	36.5%	27.0%	27.0%	9.5%	36.5%
Timely access to essential services (e.g., health, education, water) is a priority for the Pader District Local Government.	1.6%	15.9%	17.5%	25.4%	41.3%	15.9%	57.1%
The district local government provides adequate notice before any service delivery delays or disruptions.	14.3%	20.6%	34.9%	20.6%	33.3%	11.1%	44.4%
AVERAGE:	5.6%	26.2%	31.8%	27.8%	32.0%	8.5%	40.5%

Source: Primary Data, 2024

Table 10 above presents findings on timeliness in service delivery within Pader District Local Government. The data reflects the perception of the respondents on how effectively the local

government delivers services within expected timeframes, processes requests and applications, meets deadlines, communicates delays, and prioritizes timely access to essential services.

The study revealed that 28.6% of respondents agreed or strongly agreed that the local government delivers services within the expected time frame (6.3% strongly agreed, 28.6% agreed). However, 28.6% disagreed, and 25.4% strongly disagreed, totaling 53.9% dissatisfaction. A significant portion of the respondents (more than half) expressed dissatisfaction with the timeliness of service delivery. This suggests that there are recurring delays in the provision of services, leading to frustration among the citizens of Pader District. Although some respondents (34.9%) were positive, the majority's concerns highlight the need for improvement in service efficiency. The perception of delayed services could have negative implications for the local government's reputation, as timely service delivery is a crucial aspect of public trust. This may affect citizen satisfaction and confidence in the local government's ability to meet its obligations.

The study revealed that 38.1% of respondents were satisfied with the speed of processing requests and applications (4.8% strongly agreed, 33.3% agreed), while 36.5% strongly disagreed or disagreed. Nearly equal portions of respondents expressed satisfaction and dissatisfaction with the speed of service processing. This split indicates that while some services may be processed on time, others are delayed, possibly due to bureaucratic inefficiencies or resource limitations. The district government needs to address specific bottlenecks in processing citizen requests and applications. Streamlining administrative procedures or employing additional staff might reduce delays and improve overall satisfaction.

The study revealed that 34.9% of respondents agreed or strongly agreed that the district effectively meets deadlines, while 36.5% disagreed or strongly disagreed. There is a lack of consistency in meeting deadlines for service delivery and project completions. The relatively balanced distribution of opinions (around one-third satisfaction vs. one-third dissatisfaction) suggests that certain projects may be completed on time, but others face delays. Timely project completion is essential for fostering development and ensuring the proper use of resources. The local government must improve its project management strategies, including better planning, resource allocation, and monitoring, to ensure that deadlines are consistently met.

Finding also shows that 41.3% of respondents agreed or strongly agreed that communication regarding delays is provided in a timely manner, while 34.9% disagreed or strongly disagreed. Although a sizable proportion of respondents appreciated timely communication of delays, there is still a significant group who felt that communication is lacking. This reflects inconsistencies in the district's ability to inform the public about disruptions or delays in service delivery. Effective communication is key to managing citizen expectations. The district should prioritize proactive communication about delays and disruptions, possibly through public notices or community forums, to enhance transparency and maintain public trust.

The study shows that 36.5% of respondents agreed or strongly agreed that local government staff are responsive, while 36.5% disagreed or strongly disagreed. The divided opinion reflects both positive and negative experiences among the citizens. Some find the staff responsive, while others experience delays in addressing their concerns. Improving responsiveness in addressing concerns should be a key focus area for the district. Providing staff with better training in customer service and establishing strict timelines for responding to inquiries could improve the overall perception of the local government's efficiency.

The study shows that 57.1% of respondents agreed or strongly agreed that the district prioritizes timely access to essential services, while only 17.5% disagreed. A majority of respondents felt that the district does prioritize access to essential services, indicating a positive perception in areas such as health, education, and water supply. This positive finding is a good sign for the district, as essential services are fundamental to the well-being of citizens. However, the district should continue to ensure that this prioritization is reflected in all areas, particularly for those services where timeliness is still a challenge.

The study revealed that 40.5% of respondents agreed or strongly agreed that adequate notice is provided before delays, while 26.2% disagreed or strongly disagreed. While the majority of respondents felt that notice of delays is adequately provided, a notable portion of the population still perceives a lack of communication. The district could enhance its communication strategies by using multiple platforms (for example, radio, public announcements, and digital media) to ensure that all citizens receive timely information about potential service disruptions.

On average, the findings on timeliness in Pader District Local Government reveal mixed perceptions, with an overall average of 40.5% of respondents agreeing or strongly agreeing (A+SA) that services are delivered within the expected time frame. While there is moderate satisfaction with the timeliness of services, with an average of 26.2% of respondents expressing disagreement (SD+D), the results indicate that timely access to essential services like health, education, and water is a priority for the district (57.1% agreement). However, areas such as responsiveness to concerns and communication about delays received lower satisfaction levels, with around 36.5% agreement. Overall, the data suggests room for improvement in the timeliness of service delivery and communication regarding delays.

Respondent A2 argued during the interview as follows:

“Timeliness in service delivery in PDLG” (Interview dated 14th October 2024 at Pader District Headquarter).

Generally, the performance of PDLG is still poor. Only water department is scoring well, but health is scoring poorly. Others which are scoring below the average (poorly) are schools, administration, and production.

Respondent A3 argued during the interview as follows:

“Performance in PDLG for the past 3 years can be looked at with the availability of funding. So, performance has improved slightly though not so much. At the moment, the government has created lot of administrative units with no backing by funding. The little funding is being shared by the smaller administrative units created and this reduces performance” (Interview dated 8th October 2024 in the Pader District Headquarter).

Respondent A4 argued during the interview as follows:

“We complete our work within the time frame. For example, most of the projects are meant to be completed within the financial year. But of course, there is always delays in the procurement process which affect some projects. The government has introduced E-procurement yet not everybody has been enrolled on it. So moving forward with the enrolment of E-procurement, some projects may be

completed but may not be 100% completed resulting from such delay.” (Interview dated 8th October 2024 in the Pader District Headquarter).

Respondent A6 argued during the interview as follows:

“The district HQ of Pader is poorly located currently. The location of this district makes some employees not to execute their work timely. When I invite people for meeting from Angagura to Pader District HQ, it is about 80 km hence this also affect the issues of time management in work execution. Generally, time management is poor.” (Interview dated 1st October 2024 in the Pader District Headquarter).

Respondent A8 argued during the interview as follows:

“Time management among employees in PDLG is still poor, meetings begins late always because employees always reach late, and there is late submission of reports by employees.” (Interview dated 8th October 2024 in the Pader District Headquarter).

While Pader District Local Government has made some efforts to deliver services on time, there are persistent challenges that hinder consistent timeliness. These include procurement bottlenecks, inadequate funding, logistical difficulties due to poor location of the district headquarters, and weak employee time management practices.

4.5.5 Government Legal framework

4.5.5.1 Public Service Standing Order

Table 11: Public Service Standing Order

Public Service Standing Order	SD	D	SD+D	N	A	SA	A+SA
The Public Service Standing Order clearly outlines the ethical guidelines that employees must follow in their duties.	1.6%	11.1%	12.7%	6.3%	28.6%	52.4%	81.0%
Employees in the Pader district local government consistently adhere to the ethical standards set forth by the Public Service Standing Order.	1.6%	17.5%	19.0%	12.7%	54.0%	14.3%	68.3%
The ethical conduct of employees, as guided by the Public Service Standing Order, positively impacts their overall performance.	4.8%	14.3%	19.0%	17.5%	44.4%	19.0%	63.5%
The management of Pader district local government effectively enforces the ethical codes of conduct outlined in the Public Service Standing Order.	4.8%	19.0%	23.8%	14.3%	44.4%	17.5%	61.9%
Regular training and sensitization on the ethical code of conduct are provided to employees in line with the Public Service Standing Order.	7.9%	31.7%	39.7%	19.0%	34.9%	6.3%	41.3%
The accountability mechanisms in place within the Public Service Standing Order are sufficient to ensure ethical conduct among employees.	4.8%	14.3%	19.0%	15.9%	52.4%	12.7%	65.1%
Employees are well-informed about their ethical obligations as stipulated in the Public Service Standing Order.	6.3%	12.7%	19.0%	12.7%	49.2%	19.0%	68.3%
AVERAGE:	4.3%	18.0%	22.2%	14.3%	43.1%	20.4%	63.5%

Source: Primary Data, 2024

Findings show that the majority of respondents (52.4% strongly agree and 28.6% agree, totaling 81.0%) believe that the Public Service Standing Order clearly outlines the ethical guidelines that employees must follow. This high percentage suggests that the guidelines are well-articulated, and employees are aware of the standards they are expected to uphold. The clarity of guidelines is essential for ensuring that employees know their ethical obligations. It minimizes ambiguity, promoting adherence to policies. The minimal disagreement (12.7%) highlights a small percentage of employees who may not fully understand or recognize these guidelines, indicating a possible gap in communication or training.

The responses indicate that 68.3% (54.0% agree and 14.3% strongly agree) of the respondents feel that employees in Pader District Local Government consistently adhere to the ethical standards. However, 19.0% disagree or strongly disagree, suggesting that a notable portion of employees or management believe that adherence to ethical standards is not universal. This suggests that while the majority of employees are perceived to follow the standards, there is room for improvement. Consistent adherence to ethical standards is critical for maintaining organizational integrity, accountability, and public trust. The 19.0% non-compliance rate highlights potential challenges that could be addressed through better oversight or reinforcement of ethical codes.

A significant proportion of respondents (63.5%) agree or strongly agree that ethical conduct positively impacts employee performance, while 19.0% disagree. Ethical conduct plays a vital role in enhancing organizational performance, as it fosters accountability, transparency, and professionalism. However, the 19.0% who disagree or strongly disagree indicate that, for some employees, the expected relationship between ethics and performance is not realized, possibly due to weak enforcement mechanisms or inadequate incentives for ethical behavior.

Only 61.9% of respondents believe that the management effectively enforces the ethical codes, with 23.8% disagreeing and 14.3% remaining neutral. Effective enforcement is crucial to ensure adherence to ethical standards. The fact that nearly a quarter of respondents disagree implies that enforcement measures may be inconsistent or insufficient. This raises concerns about management's commitment to upholding the Standing Order, which could undermine efforts to maintain ethical conduct across the organization.

The responses indicate that only 41.3% (34.9% agree, 6.3% strongly agree) believe that regular training and sensitization on ethical conduct are provided, while a significant 39.7% disagree. Training and sensitization are essential for reinforcing ethical standards and ensuring that all employees remain informed about their responsibilities. The low percentage of agreement suggests a major gap in capacity-building efforts within the district, which could contribute to the non-adherence to ethical guidelines noted in other sections. Lack of training may also lead to ambiguity and inconsistent application of ethical standards.

Lastly, the table above shows that 65.1% of respondents agree or strongly agree that the accountability mechanisms within the Public Service Standing Order are sufficient to ensure ethical conduct, while 19.0% disagree. Accountability mechanisms are crucial for enforcing ethical behavior. The positive response indicates that a majority of employees believe in the sufficiency of these mechanisms, although the 19.0% disagreement suggests that some employees feel the accountability systems are either weak or not effectively implemented. Strengthening these mechanisms could enhance employee compliance with ethical standards.

The general findings on the Public Service Standing Order in Pader District Local Government show a predominantly positive perception, with an average of 63.5% of respondents agreeing (A+SA) that employees are well-informed about their ethical obligations, consistently adhere to the guidelines, and that the management enforces these standards effectively. However, 22.2% of respondents disagreed (SD+D), indicating room for improvement, particularly in areas such as regular training and sensitization, which had a lower average agreement of 41.3%. Overall, while the Public Service Standing Order is largely seen as effective, strengthening training efforts and accountability mechanisms could further enhance ethical conduct adherence.

Respondent A2 argued during the interview as follows:

“Public Service Standing Order helps to guide the execution of work in the public service like Pader district local government for example, recruitment, leave, time management, giving appointment among others.” (Interview dated 14th October 2024 in the Pader District Headquarter).

Respondent A4 argued during the interview as follows:

“There is still gap in awareness about the Public Service Standing Order among employees. Most of the amendments in the Public Service Standing Order are not known to most employees at all.” (Interview dated 8th October 2024 in the Pader District Headquarter).

Respondent A6 argued during the interview as follows:

“We have Public Service Standing Order in softcopy and I have encouraged the human resource officer to share as much as possible with people so that they can read through. Some civil servants have taken years without even looking at this

document. Like in Pader here, there is only one hardcopy. So, most people have not got time to even read through even when we share on softcopy probably because of poor reading culture. We would have sensitized the newly recruited employees about this important policy document but we are even constrained by limited finance. Employees need to start work even when they have not done induction because of lack of finance.” (Interview dated 1st October 2024 in the Pader District Headquarter).

The interpretation of the findings reveals that the Public Service Standing Order is generally viewed in a positive light within Pader District Local Government, with employees recognizing its role in guiding ethical conduct, work procedures, and administrative decisions. This perception suggests a foundational awareness and appreciation of the Standing Order's relevance to public service operations. However, qualitative insights expose underlying concerns, including limited awareness of recent updates, inadequate access to physical copies, and a weak reading culture among staff. These issues are further compounded by the absence of regular training and induction, largely due to financial constraints. The implication is that while the framework is acknowledged as important, the inconsistent dissemination and limited engagement with its content could hinder its full implementation and reduce its impact on ethical compliance and procedural consistency within the district.

4.6 Influence of Public Service Standing Order on the relationship between ethical code of conduct and organizational performance in PDLG

The researcher investigated the influence of Government legal framework on the relationship between ethical code of conduct and organizational performance in Pader District Local Government.

The influence of public service standing on the relationship between ethical code of conduct and organizational performance in Pader District Local Government was analyzed using the Model Summary of the Regression, Analysis of Variance (ANOVA) Test and regression coefficient from the SPSS software and results presented in the Table below:

Table 12 Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Change Statistics				
					of R Square Change	F Change	df1	df2	Sig. F Change
1	.669 ^a	.448	.429	.44472	.448	24.310	2	60	.000

a. Predictors: (Constant), Public Service Standing Order, Ethical Code of Conduct

Source: Primary Data, 2024

Presentation in Table 12 above shows that the R value of .669 indicates a moderately strong positive correlation between the predictors (Public Service Standing Order and Ethical Code of Conduct) and organizational performance of Pader District Local Government. This suggests that, as a group, the two independent variables (public service standing order and ethical conduct) are fairly effective in predicting the dependent variable, which is the performance of Pader District Local Government.

The R Square value of .448 reveals that 44.8% of the variance in organizational performance can be explained by the model, which includes both the Public Service Standing Order and the Ethical Code of Conduct. This means that almost half of the changes or improvements in organizational performance in Pader District Local Government can be attributed to these two factors.

The Adjusted R Square value of .429 is slightly lower than the R Square, suggesting that when adjusting for the number of predictors, the model still explains around 42.9% of the variance. This is important because it accounts for any possible overestimation that could occur due to the inclusion of multiple predictors.

The F Change value of 24.310 and the p-value (Sig. F Change) of .000 show that the overall model is statistically significant. In simpler terms, the relationship between the predictors (Public Service Standing Order and Ethical Code of Conduct) and organizational performance is not due to random chance. The very low p-value (less than 0.05) confirms that the results are highly significant.

Public Service Standing Order as a government legal framework plays a crucial role in shaping how ethical conduct is linked to organizational performance. The standing orders likely establish guidelines for employee behavior, accountability and procedural compliance, which enhance ethical conduct within the organization. This, in turn, contributes positively to performance metrics such as efficiency, service delivery, and staff management.

Ethical Code of Conduct is a central factor in organizational performance. When employees adhere to ethical standards, it fosters transparency, fairness, and responsibility in decision-making, all of which can lead to better outcomes for local government organizations. The Public Service Standing Order likely reinforces ethical behavior by mandating adherence to specific codes of conduct.

Given that 44.8% of organizational performance is influenced by both the Public Service Standing Order and the Ethical Code of Conduct, it is evident that government interventions in the form of regulatory frameworks are vital for effective governance and organizational performance. Public sector managers in Pader District should therefore prioritize full compliance with the standing orders while promoting a culture of ethical conduct among employees to improve organizational outcomes.

Additionally, the findings suggest that factors beyond the scope of this model (explaining approximately 55.2% of the variance) are also influencing organizational performance. These may include other leadership styles, financial management, employee welfare, or external environmental factors, which could be explored in future research.

Table 13 ANOVA

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.616	2	4.808	24.310	.000 ^b
	Residual	11.866	60	.198		
	Total	21.482	62			

a. Dependent Variable: Performance of Employees

b. Predictors: (Constant), Public Service Standing Order, Ethical Code of Conduct

Source: Primary Data, 2024

The ANOVA results show that the model, which includes the Public Service Standing Order and Ethical Code of Conduct, explains a significant portion of the variance in employee performance.

The F-statistic (24.310) and the p-value (.000) strongly suggest that the inclusion of the Public Service Standing Order and Ethical Code of Conduct has a significant influence on the performance of Pader District Local Government. This means the framework of rules and ethical standards set by the government plays a crucial role in shaping how employees perform and the performance of Pader district local government as a whole.

The regression model explains about 45% (9.616/21.482) of the total variance in employee performance. The remaining 55% is unexplained by the model, indicating that other factors not included in this study could also affect performance.

The significant relationship between the government legal framework (Public Service Standing Order) and the ethical code of conduct on employee performance highlights the importance of governance and structured ethical guidelines in enhancing organizational performance in Pader District Local Government.

Table 14 Coefficients

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.254	.300		4.184	.000
	Ethical Code of Conduct	.470	.104	.529	4.523	.000
	Public Service Standing Order	.144	.082	.207	1.770	.082

a. Dependent Variable: Performance of Pader district local government

Source: Primary Data, 2024

Table 14 above shows that the constant ($B = 1.254$, $t = 4.184$, $p < .001$) is significant and implies that when both the ethical code of conduct and the Public Service Standing Order are held constant (at zero), the predicted performance of Pader District Local Government is 1.254. This base performance score indicates that even in the absence of these factors, there is some level of

inherent performance in the local government. However, it is also important to note that this performance can be significantly enhanced when the ethical code of conduct and the legal framework are properly integrated.

The ethical code of conduct ($B = 0.470$, $t = 4.523$, $p < .001$) is highly significant in predicting organizational performance. The positive unstandardized coefficient ($B = 0.470$) indicates that for every unit increase in the ethical code of conduct, the performance of Pader District Local Government improves by 0.470 units. The standardized Beta coefficient ($Beta = .529$) also shows that the ethical code of conduct is a strong predictor, accounting for 52.9% of the variation in performance, making it the most influential variable in this model.

This result suggests that adherence to ethical standards significantly enhances organizational performance. When employees and officials follow ethical guidelines, it reduces corruption, promotes accountability, and fosters trust between the local government and the community, leading to more effective service delivery. Therefore, emphasizing the ethical code of conduct in public service is critical for improving organizational efficiency and performance.

The Public Service Standing Order ($B = 0.144$, $t = 1.770$, $p = .082$) shows a positive but weaker influence on organizational performance compared to the ethical code of conduct. The unstandardized coefficient ($B = 0.144$) suggests that for every unit increase in the implementation of the Public Service Standing Order, the performance of Pader District Local Government improves by 0.144 units. The standardized Beta coefficient ($Beta = .207$) indicates that the Public Service Standing Order contributes 20.7% to the variation in performance.

Although the relationship is positive, the p-value ($p = .082$) suggests that the effect of the Public Service Standing Order is not statistically significant at the 5% level but is near significance at the 10% level. This marginal significance implies that while the Standing Order has the potential to influence performance, its impact might be conditional or less direct compared to the ethical code of conduct. The lack of stronger significance could be due to several factors, such as inconsistent enforcement of the Standing Order or limited awareness and adherence among employees.

The findings indicate that the ethical code of conduct has a significant and substantial effect on the performance of the Pader District Local Government. This suggests that fostering a strong ethical culture is essential for improving public sector performance. The results align with existing literature, which highlights that ethical behavior reduces malpractices and inefficiencies, leading to better governance and service delivery.

On the other hand, while the Public Service Standing Order has a positive influence, its weaker and marginally significant effect suggests that its current implementation in Pader District may not be as effective as intended. This could point to challenges such as weak enforcement mechanisms, limited training, or gaps in the understanding of the legal framework by public servants. Therefore, for the Public Service Standing Order to have a more pronounced impact on performance, there may be a need for stronger institutional support, continuous monitoring, and capacity-building initiatives aimed at ensuring that all employees understand and adhere to the guidelines.

Respondent A4 argued during the interview as follows:

“I think there is positive relationship between public Service Standing Order) and the ethical code of conduct on employee performance in terms of giving employee knowledge about leave issues, code of conduct among others. It makes employees to work according to the standing order. However, the employees only get to know about this when they consult their supervisors/head of department whenever they want leave among others.” (Interview dated 8th October 2024 in the Pader District Headquarter).

Respondent A6 argued during the interview as follows:

“If we had people reading the Public Service Standing Order, we would get to know that the entire life of a civil servant lies in that book in terms of entry, behavior and exit. There is a positive correlation between this document, ethical code of conduct and employee performance. With digitization, some employees can read from their devices though reading is a challenge to most employees.” (Interview dated 1st October 2024 in the Pader District Headquarter).

The interpretation of these findings from A4 and A6 above shows that while the Public Service Standing Order is recognized as a valuable tool influencing ethical conduct and employee performance in Pader District Local Government, its practical impact appears limited due to weak implementation. Although its presence provides a guiding framework for managing issues such as leave, conduct, and general behavior, many employees only engage with it reactively often consulting it through their supervisors when specific needs arise. Qualitative responses reveal that although the Standing Order is accessible, particularly in digital form, most staff rarely read or fully understand its content, largely due to poor reading habits and the absence of structured sensitization. These gaps in active engagement and understanding diminish the effectiveness of the Standing Order in shaping consistent performance and professional behavior across the district. The implication is that despite its potential, the Standing Order's influence remains marginal without widespread internalization and proactive use by employees.

4.7 Relationship between employee ethical code of conduct and organizational performance

The researcher assessed the relationship between employee ethical code of conduct and organizational performance of Pader District Local Government. This formed the fourth and the last specific objective of this study.

Table 15 Pearson Moment Correlation

		Ethical Code of Conduct	Performance of PDLG
Ethical Code of Conduct	Pearson Correlation	1	.647**
	Sig. (2-tailed)		.000
	N	63	63
Performance of PDLG	Pearson Correlation	.647**	1
	Sig. (2-tailed)	.000	
	N	63	63

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data, 2024

Findings in the Table 15 above shows that the Pearson correlation coefficient between the ethical code of conduct and the performance of PDLG (Public District Local Government) is 0.647. This indicates a moderate to strong positive correlation between the two variables. A correlation of this magnitude suggests that as adherence to the ethical code of conduct increases among employees, organizational performance also tends to improve.

The significance value (p-value) associated with this correlation is 0.000, which is below the conventional alpha level of 0.01. This indicates that the correlation is statistically significant. In practical terms, this means that the likelihood of this correlation occurring by chance is extremely low, providing robust evidence that there is a meaningful relationship between the ethical code of conduct and organizational performance.

The positive correlation (0.647) suggests that when Pader DLG fosters a strong ethical code of conduct among its employees by 65%, it will definitely experience better performance outcomes by up to 65%. This could be due to various factors, including employee respect, honesty, integrity, and trust among stakeholders, and enhanced reputation, which leads to higher efficiency and effectiveness in the operation of an organization like PDLG in this case.

Table 16 Pearson Moment Correlation

		Integrity	Respect	Justice	Performance PDLG
Integrity	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	63			
Respect	Pearson Correlation	.766**	1		
	Sig. (2-tailed)	.000			
	N	63	63		
Justice	Pearson Correlation	.426**	.402**	1	
	Sig. (2-tailed)	.000	.001		
	N	63	63	63	
Performance of PDLG	Pearson Correlation	.628**	.540**	.452**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	63	63	63	63

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data, 2024

Table 16 above demonstrates the Pearson correlation coefficients between employee ethical codes of conduct specifically, integrity, respect, and justice and organizational performance, measured through the performance of the PDLG.

The Correlation Coefficients indicates that a strong positive correlation between integrity and organizational performance at ($r = 0.628$; $p < 0.01$). The high correlation suggests that as the integrity of employees increases, so does the overall performance of the PDLG. This finding emphasizes the importance of maintaining high ethical standards within the workforce to enhance organizational effectiveness.

Findings show that there is a moderate positive correlation between respect and performance at ($r = 0.540$; $p < 0.01$). This implies that fostering an environment of respect among employees contributes positively to organizational performance. A culture of respect can enhance collaboration and morale, ultimately benefiting the outputs from PDLG.

The correlation between justice and performance is also positive but weaker than that of integrity and respect at ($r = 0.452$; $p < 0.01$). While still significant, this suggests that perceptions of fairness and justice within PDLF are important, but perhaps not as critical as integrity and respect in driving performance outcomes.

The findings illustrate the interconnectedness of ethical behaviors (integrity, respect, and justice) and organizational performance. The strongest relationship is observed between integrity and performance, underscoring that when employees act with integrity, it not only enhances their individual performance but also contributes to the overall effectiveness of the organization.

Moreover, the strong correlation between integrity and respect suggests that establishing a culture of integrity may inherently promote respect among employees, fostering a positive workplace environment. This aligns with existing literature that posits ethical work cultures enhance collaboration and performance.

The moderate correlation with justice indicates that while it plays a role in organizational performance, it may be less influential compared to integrity and respect. This could be due to various factors, such as the subjective interpretation of justice or the external influences that impact employee perceptions of fairness.

Respondent A2 argued during the interview as follows:

“Employee Ethical Code of Conduct contributes towards the time management. When officers concern designs the time frame of doing thing, it always helps a lot for realizing results. Then when they are recruiting new employees, it gives the number of vacancies that they are supposed to recruit objectively and fill the gaps to strengthen service delivery. Then, when others are going for study leave, evaluation is always made to find out whether the employees remaining are enough to execute the overall duties diligently, effectively, efficiently and timely. “(Interview dated 14th October 2024 in the Pader District Headquarter).

Responses from the respondent A2 reveals how ethical principles guide objective decisions in recruitment, time management, and delegation of duties elements that directly impact organizational output. This qualitative perspective affirms that ethical standards not only shape attitudes and behavior but also influence key administrative decisions and resource allocation. Overall, the findings demonstrate the importance of embedding ethical values into institutional practices, as these values are deeply intertwined with the achievement of organizational goals and the promotion of a results-oriented work culture.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

This chapter presents the discussions according to the study objectives, namely, (i) to assess the level of adherences to ethical code of conduct in Pader District Local Government, (ii) to examine the level of performance of Pader District Local Government, (iii) to assess the relationship between employee ethical code of conduct and organizational performance of Pader District Local Government, and lastly (iv) to investigate the influence of public standing order on the relationship between ethical code of conduct and organizational performance in Pader District Local Government.

5.2 Level of adherence to employee ethical code of conduct in PDLG

The researcher was able to assess the status of employee ethical code of conduct in Pader District Local Government. The kinds of employee ethical code of conducts which were assessed includes; Integrity, respect and justice.

5.2.1 Integrity

The findings present employees' perceptions of integrity within Pader District Local Government. The study revealed that a significant majority of employees believe they are honest and truthful in their professional interactions. This perception aligns with Jensen's (2017) assertion that integrity is fundamental to building trust and maintaining effective relationships in organizations. In the context of public service, where ethical conduct is paramount, the self-reported honesty of employees is crucial for enhancing public trust in local governance, as highlighted by Derfler-Rozin and Park (2022). However, the fact that a notable minority of employees disagrees with these statements indicates potential underlying issues within the organizational culture. This reflects findings by Kim & Lee (2019), who noted that despite existing ethical guidelines, local government employees often face dilemmas that test their integrity. The disagreements may suggest inadequacies in training or enforcement of ethical standards, which could lead to public distrust and hinder overall organizational performance.

The research findings also show a strong consensus among employees regarding the encouragement of honesty, openness, and transparency within the organization. This positive environment is essential, as ethical leadership significantly influences employees' behavior, shaping the overall organizational climate (Kalshoven, Hartog, & De Hoogh, 2011). However, the 17.5% of respondents who disagreed with the encouragement of these values raises questions about the consistency in the implementation of ethical policies and the potential gaps in leadership practices.

Furthermore, the perception of integrity as a fundamental aspect of organizational culture reveals a disparity between employees' beliefs and the reality of ethical practices. The reported discontent among some employees indicates that the proclaimed values of the organization may not be reflected in everyday actions, suggesting disconnect that needs to be addressed. This finding aligns with Myambo (2022) research on local governments in South Africa, which emphasized the importance of strong enforcement mechanisms and training programs to foster a culture of integrity among employees in local governments of South Africa.

Confidentiality is another critical component in public administration, and while a majority of employees indicated they maintain high levels of confidentiality, the dissenting voices highlight potential vulnerabilities in adhering to this ethical standard. Breaches of confidentiality can severely undermine public trust, as noted in several studies, including Aluko-Arowolo, et al. (2023) examination of corruption in Nigeria, where a lack of transparency created a culture of impunity among employees in local governments in Nigeria. This highlights the need for robust training and communication around confidentiality protocols to ensure that all employees understand the importance of these practices.

The findings related to adherence to ethical guidelines present a relatively positive view; however, the percentage of employees who disagree signals an urgent need for clearer communication and reinforcement of these guidelines. Ethical guidelines serve as a framework for expected behavior and can prevent misconduct when effectively enforced (Singh & Sharma, 2021). This suggests that Pader District Local Government should consider developing more comprehensive ethical training programs and monitoring systems to enhance adherence.

Leadership's role in promoting integrity among employees is evident in the data, with a majority of respondents recognizing the leadership's commitment to maintaining high standards of integrity. This reflects the findings of Afsar, Badir and Kiani (2016), who noted that ethical leadership influences organizational outcomes positively. However, the lack of uniformity in perception across the organization may point to inconsistencies in how ethical leadership is practiced or perceived, necessitating a review of leadership training and development.

The willingness of employees to report unethical behaviors is critical for maintaining integrity within the organization. The relatively high percentage of respondents who disagree with reporting suggests fear of retaliation or inadequate mechanisms for reporting unethical practices. This issue underscores the importance of establishing safe and confidential channels for whistleblowing, as highlighted by Jensen (2017), who emphasized the need for trust and support from leadership in such processes.

Lastly the findings also indicates that a majority of employees believe decisions within the organization are made based on fairness, transparency, and accountability. These qualities are fundamental for effective governance and public trust (Kalshoven et al., 2011). However, the dissenting voices raise concerns about potential inconsistencies in decision-making, which could undermine employee morale and organizational effectiveness. Strengthening the decision-making processes to ensure fairness and accountability will be vital for fostering a culture of integrity and trust within the Pader District Local Government.

5.2.2 Respect

The analysis of respect within Pader District Local Government reveals a generally positive perception among employees, yet highlights areas where improvements are necessary to foster a more inclusive and respectful organizational culture. The findings indicate that a significant majority of employees believe that respect for diverse opinions is actively encouraged. This aligns with the literature that underscores the importance of collective respect in enhancing organizational outcomes (Fiske & Dupree, 2014). Respect for diverse viewpoints not only fosters an inclusive work environment but also promotes collaboration and creativity. However, the notable proportion of employees who disagreed with this statement signals a potential disconnect

between the leadership's intentions and employees' experiences. This discrepancy may stem from a lack of consistent practices or opportunities for all employees to voice their opinions, underscoring the need for targeted interventions, such as training on cultural competence and inclusive decision-making processes.

The perception of courtesy and consideration in daily interactions, with a majority of employees affirming their presence, suggests that there is a foundational level of respect in communication. However, the high percentage of neutral responses raises concerns about the consistency of respectful behavior across different departments. The literature supports the notion that effective communication is vital for organizational cohesion and performance (Brown & Mitchell, 2010). Therefore, standardizing communication protocols could be beneficial in ensuring that courteous interactions are consistently practiced throughout the organization.

The strong belief that employee contributions are valued indicates a supportive environment that encourages participation. This finding resonates with the literature emphasizing the positive impact of valuing employee contributions on job satisfaction and motivation. However, the presence of a minority who feel unheard calls for enhanced transparency in decision-making. Research has shown that when employees perceive their input as valued, it leads to improved performance and a sense of belonging (Walumbwa, Hartnell, & Oke, 2010). Thus, creating more avenues for employee feedback and ensuring that all voices are acknowledged can help bridge this gap.

The findings on inclusivity and respect for individual differences present a mixed picture. While a majority perceive the organization as promoting inclusivity, a significant minority disagrees. This indicates that the culture of inclusivity may not be uniformly felt, potentially due to challenges in managing diversity across departments. Literature highlights the necessity of tailored interventions to promote a truly inclusive culture, particularly in diverse organizational settings (Gottman, Coan, Carrere & Swanson, 2018). Such interventions could involve training programs focused on diversity awareness and conflict resolution to ensure all employees feel respected and included.

The strong revelation of respectful communication suggests that Pader District Local Government possesses a cultural strength in this area. The high level of agreement reinforces the importance of effective communication as a pillar of organizational respect. Maintaining this culture is crucial, but it is equally important to address the concerns of those who do not experience consistent respectful communication. Establishing regular feedback mechanisms can help identify and rectify communication barriers.

The findings regarding the treatment of employees with dignity and respect regardless of job title reveal a concerning gap, suggesting that hierarchical barriers may still influence perceptions of respect. Literature on ethical leadership emphasizes the role of leaders in modeling respect and fairness, which significantly impacts employee morale and performance (Walumbwa et al., 2010). To mitigate the effects of hierarchy, leadership training focusing on egalitarian practices could be introduced to ensure that all employees feel equally valued and respected.

The mixed perceptions regarding mutual respect and understanding highlight an area that requires urgent attention. The high level of disagreement indicates that mutual respect may not be ingrained in the organizational culture, as supported by the literature that identifies respect as a key component of healthy workplace relationships (Gottman et al., 2018). To foster an environment of mutual respect, the organization could implement team-building exercises and platforms for open dialogue where employees can express concerns and share experiences.

While the majority agree that supervisors demonstrate respect towards subordinates, the pockets of disagreement indicate inconsistencies in leadership behavior. Literature suggests that consistent respectful leadership is critical for fostering an environment conducive to high performance (Brown & Mitchell, 2010). Targeted leadership development initiatives could enhance respect among supervisors, ensuring that all employees experience respectful treatment from their leaders.

Overall, the findings from Pader District Local Government illustrate a largely positive perception of respect, yet reveal significant gaps that need to be addressed to cultivate a more inclusive and respectful organizational culture. By aligning practices with the principles outlined

in the literature, the organization can enhance respect at both the individual and collective levels, ultimately improving employee satisfaction and performance.

5.2.3 Justice

The findings reveal significant dissatisfaction among employees regarding various dimensions of justice within the Pader District Local Government. Notably, perceptions of fairness, objectivity, and justice in decision-making are worrying, as a substantial number of employees feel that they are not treated equitably or justly in their interactions and organizational processes. This pervasive sense of injustice can have detrimental effects on employee morale, motivation, and overall organizational performance.

Skarlicki and Folger (2017) emphasize that perceptions of justice are critical for fostering a positive employee code of conduct and enhancing organizational effectiveness. When employees feel they are treated unfairly, as indicated by the significant percentage who disagreed with the statements regarding fairness and objectivity, it can lead to a decline in organizational citizenship behavior and increased cynicism towards management. This observation aligns with Colquitt's (2013) findings that procedural justice how decisions are made and communicated directly influences employees' trust in leadership and their commitment to organizational goals. In Pader District, the perceived lack of objectivity in dealings may be indicative of favoritism or biases that undermine trust and transparency, further exacerbating feelings of discontent among employees.

Moreover, the findings reflect a troubling perception of unity and discrimination, where a majority of respondents felt that discrimination exists within the organization. This perception is detrimental, as Skarlicki and Folger (2017) note that perceived discrimination can severely impair employee morale and retention. When employees sense a lack of unity and inclusivity, it fosters an environment of division rather than collaboration, counteracting efforts to create a cohesive organizational culture. The importance of valuing diversity is supported by Ou et al. (2014), who highlight that an organization's justice climate significantly impacts employee behaviors and overall performance. Thus, the perception that diversity is not valued can hinder collaboration and reduce the effectiveness of teamwork, which are essential for achieving organizational objectives.

The findings on justice in decision-making further underscore the potential for bias within the administrative processes of the local government. A lack of confidence in fair decision-making can diminish employee engagement, as individuals are less likely to invest effort in their roles if they believe that outcomes are predetermined or unjust. The implications of this are profound; as noted by Colquitt (2013), fairness in decision-making enhances employees' trust in management and their willingness to contribute positively to the organization.

Additionally, the average disagreement regarding conflict resolution suggests systemic issues in how disputes are managed within the local government. Effective conflict resolution is essential for maintaining a harmonious work environment and preventing tensions from escalating into larger conflicts. The dissatisfaction expressed by employees may indicate a need for improved conflict management strategies that emphasize fairness and transparency. Skarlicki and Folger (2017) argue that ethical leadership plays a vital role in promoting a culture of justice and effective conflict resolution, which is crucial for enhancing employee well-being and organizational performance.

5.3 The level of performance of Pader District Local Government

The researcher examined the level of performance of Pader District Local Government. This formed the second specific objective of this study.

5.3.1 Work Quality

The findings indicate that a substantial majority of respondents perceive PDLG services as reliable. This perception is crucial, as work reliability is directly linked to organizational performance and public trust. Wu and Ko (2013) underscore the importance of work quality as the overall impression of an organization's capabilities. When citizens perceive services or work as dependable, it enhances public trust, thereby fostering a positive relationship between the government and the community. However, the notable proportion of neutral responses suggests that while many employees find the services reliable, there remains a segment that experiences uncertainty. This gap signals an opportunity for PDLG to engage in targeted improvements that can further enhance perceptions of reliability. As noted by Alghamdi (2018), organizations must continuously assess their strengths and weaknesses in service delivery; therefore, addressing the concerns of the minority could solidify a more universally positive view of reliability.

The findings show a divided perception regarding PDLG's ability to meet stakeholder expectations, with a significant number of respondents expressing disagreement. This disparity raises concerns about the alignment between the services provided and stakeholder needs. Engaging more closely with stakeholders, as suggested by Aupal, et al (2016), is vital in identifying and addressing service gaps. The literature emphasizes that understanding and meeting the expectations of stakeholders is crucial for enhancing organizational performance, particularly in local governments where community involvement is paramount. Thus, the dissatisfaction indicated by some employees could reflect a broader disconnect those needs addressing through improved communication and resource allocation.

Despite the majority believing that PDLG prioritizes stakeholder interests, a noteworthy percentage of disagreement suggests inconsistencies in this practice. This finding aligns with Jillo's (2016) assertion that employee engagement and satisfaction are critical for performance. The feeling among some employees that stakeholder interests are not adequately prioritized may stem from issues related to transparency and internal communication. Improved stakeholder engagement strategies and clearer communication channels could mitigate these concerns, reinforcing the idea that a participatory approach enhances organizational effectiveness.

The perception that less than half of the employees perform tasks with minimal errors points to a crucial area for improvement within PDLG. The high level of neutrality among respondents regarding task accuracy indicates uncertainty, suggesting a need for enhanced training and supervision. Aupal Ngaka & Odubuker (2016) argue that recognizing employee achievements and investing in skill development are essential for promoting quality work output. Thus, PDLG could benefit from initiatives aimed at reducing errors through targeted training programs and clear performance metrics.

The findings on employee availability and the clarity of tasks are overwhelmingly positive. High agreement levels regarding employee availability suggest a strong commitment to service provision, which is essential for effective governance. Availability is often linked to enhanced public satisfaction, as residents experience timely access to services. Furthermore, the clarity of tasks assigned to employees is crucial for effective performance, as it minimizes ambiguity and fosters productivity. As indicated in the literature, well-defined roles and responsibilities

contribute significantly to job performance, enabling employees to focus on delivering high-quality services.

Lastly, the positive self-assessment among employees regarding their adherence to work quality standards indicates confidence in their performance. This finding reinforces the idea that when employees believe they meet organizational benchmarks, it enhances overall performance and organizational credibility. However, it is important for PDLG to regularly review and update these quality standards to ensure they align with evolving community needs and expectations.

5.3.2 Effectiveness

The findings regarding the effectiveness of Pader District Local Government (PDLG) present a issues to do with the employee performance and organizational efficacy. A majority of respondents expressed confidence in meeting work targets, suggesting that employees generally have the ability to fulfill their responsibilities effectively. This aligns with the assertion by Battilana et al. (2018) that organizations exhibiting high employee engagement typically experience improved performance outcomes. However, the significant proportion of respondents who expressed disagreement or neutrality indicates the presence of challenges that need to be addressed. Specifically, the 14.3% disagreement regarding meeting work targets highlights potential barriers to performance, such as resource limitations or inefficient work processes. This is consistent with the findings of Mavhunga and Muranda (2021), who argue that inadequate resources can hinder employee performance, leading to suboptimal outcomes. Furthermore, the neutral responses may suggest uncertainty about job roles or lack of clarity in expectations, reinforcing the need for enhanced communication and support within the organization.

The data also revealed that a considerable number of respondents agreed that tasks assigned are accomplished as expected. This positive feedback reflects the alignment of task completion with organizational objectives, which is crucial for achieving strategic goals. However, the presence of disagreement points to potential challenges, such as unclear job descriptions or inadequate supervision, as noted by Wang et al. (2020). These issues can undermine both employee motivation and task fulfillment, suggesting that PDLG should focus on clarifying roles and enhancing managerial support to ensure all employees are equipped to meet their objectives.

The commendable output produced by employees, as reported by the majority of respondents, further illustrates the positive performance of PDLG. This finding aligns with the work of Agbo and Okwelle (2022), who found that high-quality outputs correlate with effective employee engagement and a strong commitment to organizational goals. However, the presence of disagreement and neutrality regarding output quality indicates that not all employees may feel their contributions are valued, which can impact overall morale and productivity.

The high level of agreement regarding employee contributions to organizational goals signals a strong alignment between individual efforts and the strategic objectives of PDLG. This commitment is essential for fostering a culture of shared responsibility and accountability, as highlighted by Schilling (2023). However, the 9.5% of respondents who disagreed suggests that there may be individuals who feel disconnected from the organizational mission. It is crucial for leadership to identify and address the barriers preventing full engagement, ensuring that all employees understand their role in contributing to the success of PDLG.

Resource utilization is another area where the findings reveal a dichotomy. While a majority of respondents believe that resources are used effectively, the significant portion expressing disagreement points to potential inefficiencies in resource management. This echoes the findings of Kambona et al. (2021), who emphasized that effective resource allocation is vital for organizational effectiveness. To enhance operational efficiency, PDLG may need to conduct a thorough review of its resource management practices, ensuring that all employees are adequately equipped to utilize available resources optimally.

Finally, the perception of accountability among leadership is a critical aspect of organizational effectiveness. Although more than half of respondents viewed their leaders as accountable, the notable percentage of disagreement and neutrality suggests a need for improved transparency and communication regarding resource management. This finding aligns with the research of Dyer and Sethi (2023), which indicates that leadership accountability is fundamental to building public trust and enhancing organizational effectiveness. PDLG should consider implementing stronger accountability measures and fostering a culture of openness to address the concerns raised by respondents and strengthen the overall effectiveness of the local government.

5.3.3 Efficiency

The analysis of the efficiency of Pader District Local Government (PDLG) reveals several critical insights into its performance, particularly in task completion, resource management, service delivery, and communication with the public.

The nearly equal split in responses regarding the timely accomplishment of tasks raises concerns about the internal processes within PDLG. As noted by Adebayo (2021), bureaucratic inefficiencies often hinder public sector organizations, leading to delays in service delivery. This is consistent with the findings indicating that insufficient workforce and inadequate supervision may contribute to these bottlenecks. Implementing streamlined workflow processes and enhancing staff training on time management are essential steps toward addressing these inefficiencies, as highlighted by Kairu et al. (2023), who emphasize the importance of effective training in improving organizational performance.

In terms of financial resource management, the significant proportion of respondents expressing concerns suggests that PDLG may be struggling with budgetary practices. Over-budgeting and misallocation of funds can lead to inefficiencies, as noted by Akpan (2022), who argues that robust financial oversight is crucial for enhancing organizational effectiveness. A comprehensive review of budgeting practices, coupled with stricter internal auditing mechanisms, could help address these concerns and foster a culture of accountability and efficiency in resource utilization.

The mixed responses regarding the implementation of activities with minimal physical resources indicate disparities in resource management across different departments. This aligns with the findings of Mwebaza et al. (2023), which indicate that varying levels of resource efficiency can exist within public sector entities. Streamlining inventory management and promoting resource-sharing among departments, as suggested by Imoize (2024), could mitigate waste and optimize the use of physical resources, ultimately enhancing overall efficiency.

Interestingly, a larger proportion of respondents viewed the district as producing more output with minimal resources, which is a positive indicator of productivity. However, the presence of

neutral and dissenting views suggests that there are underlying issues that require attention. Transparency in resource allocation and investments in technology to optimize processes have been shown to further boost productivity in public organizations (Bani et al., 2022). Thus, PDLG could benefit from adopting technological solutions that enhance operational efficiency and provide clear visibility into resource allocation.

The finding that a majority of respondents affirmed effective resource allocation to meet community needs is particularly noteworthy. This suggests that PDLG is generally perceived as responsive to its constituents, aligning with the work of Mwanga et al. (2021), who underscore the importance of effective resource allocation in building public trust. However, continued focus on participatory planning processes, where community involvement is prioritized, could further enhance these positive perceptions and ensure that resource allocation aligns with community priorities.

The insights regarding the timeliness of service delivery reveal a somewhat positive outlook but also indicate uncertainty. The presence of a significant proportion of neutral responses highlights the need for improved monitoring of service delivery timelines. According to Muriithi (2023), digital service delivery mechanisms can play a crucial role in reducing delays and enhancing the efficiency of public service delivery. By investing in such technologies, PDLG could improve its service delivery outcomes and meet community expectations more effectively.

Finally, the analysis of communication with the public indicates that while a majority agree on the effectiveness of communication strategies, there remains a notable percentage of neutral and dissenting responses. Effective communication is paramount for organizational efficiency, particularly in public service (Mugisha, 2022). To address this, PDLG could explore modern communication tools, such as social media and SMS alerts, to enhance engagement with the public and foster greater transparency.

5.3.4 Timeliness

The findings indicate that a significant portion of respondents expressed dissatisfaction with the timeliness of service delivery, with more than half feeling that services are not delivered within expected timeframes. This aligns with existing literature on public sector performance, which emphasizes that timely service delivery is crucial for fostering public trust and satisfaction. For instance, a study by Stoker et al. (2020) highlights that delays in service provision can erode citizens' confidence in local government institutions, ultimately affecting community engagement and cooperation.

The mixed perceptions regarding the speed of processing requests and applications underscore a critical area for improvement. While some respondents noted satisfaction, a comparable number reported dissatisfaction, suggesting variability in service efficiency. This phenomenon reflects bureaucratic challenges often encountered in public administration, where systemic inefficiencies can hinder timely processing (Meyer & Rowan, 2018). According to Pollitt and Bouckaert (2021), bureaucratic inertia can lead to significant delays in service delivery, emphasizing the need for PDLG to critically assess and streamline its administrative processes. Potential solutions could include investing in staff training or employing technology to enhance the efficiency of service delivery.

The findings related to the district's ability to meet deadlines also reveal a concerning inconsistency. While some respondents acknowledged effective deadline management, a significant number expressed dissatisfaction. This divide is reminiscent of the findings by Rainey and Steinbauer (2021), who argue that public organizations often struggle with project management due to inadequate planning and resource allocation. To address this issue, PDLG may need to adopt more robust project management methodologies that emphasize clear timelines, regular progress assessments, and transparent reporting.

Communication regarding delays is another critical dimension of service delivery that emerged from the analysis. The findings indicate that while a portion of respondents felt that the district communicates delays effectively, a notable proportion disagreed. This inconsistency is supported by literature that underscores the importance of effective communication in public service

management. For instance, Kettl (2018) notes that timely and transparent communication is essential for managing public expectations and fostering trust in government institutions. PDLG should consider implementing proactive communication strategies, such as community forums or regular updates through multiple channels, to keep citizens informed about service disruptions and build a stronger rapport with the community.

The perception of staff responsiveness presents another area of divergence, with equal proportions of respondents expressing satisfaction and dissatisfaction. This reflects the findings of Kim & Lee (2019), who argue that employee responsiveness is a critical determinant of public service quality. To enhance perceptions of responsiveness, PDLG should prioritize staff training in customer service and establish clear protocols for addressing citizen inquiries promptly. Research indicates that such measures can significantly improve citizen satisfaction and foster a positive public perception (Bakker et al., 2023).

In contrast to the mixed perceptions of service delivery timeliness, the study revealed that a majority of respondents felt the district prioritizes timely access to essential services. This finding resonates with the work of Ahsan et al. (2021), who emphasize that prioritizing essential services is fundamental to enhancing community well-being. However, it is essential for PDLG to ensure that this prioritization is consistent across all service areas. The positive perception regarding access to essential services should serve as a foundation for further improvements in timeliness across other services.

While a majority of respondents felt that adequate notice is provided before delays, the presence of dissenting opinions indicates room for improvement in communication strategies. According to Choudhury et al. (2023), effective notification practices can mitigate dissatisfaction and build public trust. PDLG could enhance its communication efforts by utilizing various platforms such as radio, public announcements, and social media to ensure that citizens are promptly informed about service disruptions.

5.4 Government Legal Framework

5.4.1 Public Service Standing Order

The findings indicate a significant belief among employees in Pader District Local Government (PDLG) regarding the clarity of the Public Service Standing Order's ethical guidelines. A substantial portion of respondents affirm that the guidelines are well-articulated and clear, which is critical for fostering a work environment where employees understand their ethical obligations. This aligns with the arguments presented by Makokha, et al. (2020), who emphasize that clear communication of ethical standards reduces ambiguity and enhances compliance among public servants. Moreover, the literature suggests that well-defined ethical guidelines promote a culture of accountability and integrity, which is vital for public service organizations (Nabugoomu & Makinde, 2021). The minimal disagreement observed among respondents underscores a need for improved communication strategies and training initiatives to ensure that all employees fully understand these guidelines, reflecting findings by Okello (2023) that highlight the necessity of ongoing training to reinforce ethical standards within public sector organizations.

While a majority of respondents perceive those employees in PDLG adhere to ethical standards, the notable percentage of dissenting opinions points to potential gaps in enforcement and accountability. This observation resonates with the work of Akena & Mukama (2021), who discusses the importance of consistent oversight mechanisms to uphold ethical conduct in public organizations. The existence of a segment of employees who either disagree or strongly disagree with the notion of universal adherence to public service standing order suggests that there may be systemic issues that need addressing, such as inadequate management support or insufficient disciplinary measures for ethical breaches. This finding highlights the need for PDLG to adopt comprehensive strategies that not only articulate ethical expectations but also ensure rigorous enforcement mechanisms to enhance compliance.

The effectiveness of management in enforcing public service standing order emerges as a critical concern, with a significant portion of respondents expressing dissatisfaction with the enforcement measures in place. This aligns with the findings of Kinyanjui et al. (2023), who argue that ineffective enforcement of ethical standards can lead to a decline in organizational integrity and employee morale. The perceived inconsistency in enforcement of the public service

standing order within PDLG suggests a disconnect between management's intentions and the reality experienced by employees. As such, it is essential for local government management to engage in regular evaluations of their enforcement practices and to involve employees in developing solutions that strengthen adherence to ethical codes. Additionally, policies outlined in the Pader District Local Government Public Service Standing Orders should be revisited to ensure they are being effectively communicated and implemented.

The findings also reveal a significant gap in the provision of regular training and sensitization on public service standing order, which is essential for reinforcing ethical standards among employees. The low percentage of respondents who feel that adequate training is provided suggests a need for PDLG to prioritize capacity-building initiatives. Research by Palmer & Pillay (2025) revealed that the critical role of training in equipping public servants with the necessary skills and knowledge to navigate ethical dilemmas. Furthermore, without ongoing training and awareness programs, employees may struggle to apply ethical standards effectively, leading to inconsistent adherence.

Lastly, the perceived sufficiency of accountability mechanisms within the Public Service Standing Order is a positive indicator; however, the dissenting views suggest that some employees question their effectiveness. This reflects findings by Kamya (2023), who asserts that strong accountability frameworks are essential for sustaining ethical conduct in public sector organizations. Strengthening these mechanisms will not only improve compliance but also enhance employee confidence in the integrity of their organization. Policies should be reinforced to provide clear pathways for reporting ethical violations and ensure that appropriate consequences are consistently applied. This dual focus on accountability and ethical training will create a more robust ethical culture within PDLG, ultimately leading to improved service delivery and public trust.

5.5 The influence of Public Service Standing Order on the relationship between ethical code of conduct and organizational performance in PDLG

The analysis of the influence of the Public Service Standing Order, on the relationship between the ethical code of conduct and organizational performance within Pader District Local

Government reveals significant insights. The findings indicate a moderately strong correlation between the predictors and organizational performance, suggesting that both the Public Service Standing Order and the ethical code of conduct significantly contribute to the effectiveness of local governance. This aligns with existing literature that emphasizes the necessity of regulatory frameworks in promoting ethical behavior and, consequently, improved organizational performance in public sectors (Amutabi, 2021).

The R Square value indicates that a substantial portion of the variance in organizational performance is attributed to Public service Standing Order and Ethical Code of Conduct. This finding echoes the conclusions of Adoko Obicci (2023), who argued that effective governance structures, particularly those incorporating legal frameworks, are essential for enhancing public sector performance. Moreover, the significant F-statistic supports the notion that the interplay between ethical guidelines and legal mandates is critical for fostering accountability and efficiency in public service delivery, as highlighted by Palmer & Pillay (2025).

The Public Service Standing Order's role in establishing behavioral guidelines reinforces the importance of ethical conduct among employees. These standing orders not only provide a framework for accountability but also cultivate a culture of integrity within local governments. According to a study by Nagirano (2021), adherence to ethical standards can mitigate corruption and inefficiencies, leading to improved outcomes in local government service delivery. This is particularly relevant in the Ugandan context, where corruption has been a significant challenge in public service.

On the other hand, while the ethical code of conduct emerged as a more potent predictor of organizational performance, the marginal significance of the Public Service Standing Order suggests that its influence may not be as robust as anticipated. This finding resonates with the observations made by Souza & Rossoni (2025), who noted that the effectiveness of legal frameworks often hinges on their implementation and the degree to which public servants are trained and aware of these regulations. In Pader District, challenges such as inconsistent enforcement and limited employee understanding of the standing orders may hinder its effectiveness. As noted in local government policy documents, such as the Pader District Local

Government Strategic Plan (2023), there is a critical need for ongoing training and awareness programs to ensure public servants comprehend and adhere to these legal frameworks.

5.6 The relationship between employee ethical code of conduct and organizational performance of PDLG

The study revealed a moderately positive relationship between the ethical code of conduct and organizational performance in Pader District Local Government (PDLG). The Pearson correlation coefficient indicates a moderate strong relationship, suggesting that adherence to an ethical code of conduct contributes to improved organizational performance. This finding aligns with recent literature, such as Onyango and Wamukoya (2019), who argue that ethical behavior fosters transparency, trust, and accountability in public organizations, which are critical for enhancing efficiency and overall performance. Similarly, Mwesigye and Akampurira (2021) observe that ethical standards reduce corruption and misconduct, leading to better service delivery in Ugandan local governments.

The moderately strong positive relationship between the ethical code of conduct and performance is further supported by policy documents, such as Uganda's Public Service Standing Orders, which emphasize the need for ethical behavior among public servants. The standing orders highlight that ethical code of conduct in terms of integrity, respect, and justice as core values promote efficiency and effectiveness in the public sector. By adhering to these ethical principles, employees are more likely to foster trust and collaboration, leading to higher levels of performance, as observed in the findings.

The relationship between integrity and organizational performance, with a Pearson correlation coefficient of 0.628, reinforces the critical role integrity plays in enhancing public service delivery. Integrity, which involves honesty, accountability, and transparency, ensures that employees fulfill their responsibilities diligently and make decisions that prioritize the public good. The strong positive correlation aligns with recent studies such as one by Ndyabahika (2020), who highlights that integrity among employees in local governments contributes to improved governance and public trust, which in turn enhances performance. Furthermore, integrity is noted in Uganda's Leadership Code Act (2002) as essential for good governance, implying that ethical leadership fosters organizational success.

Respect also demonstrates a moderate positive correlation with organizational performance emphasizing that fostering a respectful work environment enhances collaboration and morale, which are essential for effective performance. Respect within the workforce promotes cooperation, reduces conflicts, and creates a sense of belonging, which are critical for achieving organizational goals. This finding is consistent with the work of Kintu and Nakabugu (2023), who argue that mutual respect among employees improves teamwork and innovation in the workplace, resulting in better service delivery. Additionally, the Local Government Act of Uganda underscores the importance of cultivating a respectful work culture to achieve service delivery goals efficiently.

The correlation between justice and performance, while positive, is somewhat weaker compared to integrity and respect. However, this still signifies the importance of fairness in organizational performance. Justice in the workplace, encompassing fairness in decision-making, resource distribution, and conflict resolution, contributes to employee satisfaction and commitment, which ultimately affects performance. According to recent research by Akena and Mukama (2021), perceptions of justice influence employees' motivation and loyalty, which, though important, may not always directly translate into immediate performance improvements. In Uganda's context, policy documents such as the National Ethical Values Policy (2020) recognize the importance of justice but also highlight that its impacts may be more long-term, as it requires consistent application and reinforcement over time.

Overall, the findings indicate that ethical behaviors such as integrity, respect, and justice are interrelated and collectively contribute to the organizational performance of PDLG. The strongest influence comes from integrity, followed by respect and justice. This is consistent with the theoretical framework of ethical leadership, which posits that ethical codes guide employees towards actions that align with organizational goals, ultimately enhancing performance. This aligns with the scholarly work of Tumwine and Amanywa (2022), who found that public organizations that implement robust ethical frameworks experience better governance outcomes, including improved performance, accountability, and citizen satisfaction. Thus, fostering a strong ethical code of conduct remains a critical factor in the success of local governments like PDLG.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter presented the key findings of this study according to the study objectives namely, (i) to assess the status of employee ethical code of conduct in Pader District Local Government, (ii) to examine the level of performance of Pader District Local Government, (iii) to investigate the influence of Government legal framework on the relationship between ethical code of conduct and organizational performance in Pader District Local Government, (iv) to assess the relationship between employee ethical code of conduct and organizational performance of Pader District Local Government. The chapter also includes the conclusions, recommendations made thereof and the areas for further studies.

6.2 Summary of findings

6.2.1 The status of employee ethical code of conduct in PDLG

Most employees of PDG perceive themselves as honest, aligning with ethical standards. However, a minority disagree, indicating possible gaps in training or enforcement of ethical standards, which could affect public trust. There is also strong support for honesty, transparency, and confidentiality, but some concerns remain about breaches of these values. Leadership's role in promoting integrity is evident, though inconsistencies exist, suggesting the need for improved leadership training and clearer ethical guidelines.

Respect is generally upheld, with employees affirming the encouragement of diverse opinions and courteous interactions. However, discrepancies exist, with some employees feeling their voices are not fully acknowledged or respected, particularly regarding job titles. There are suggestions to improve communication, inclusivity, and leadership training to foster a more respectful and inclusive work culture.

A significant portion of employees express dissatisfaction with fairness and objectivity in decision-making, suggesting potential favoritism or bias. Many also perceive discrimination within the organization, which harms morale and cohesion. The need for transparent decision-

making and better conflict resolution mechanisms is emphasized to enhance employee trust and performance.

6.2.2 The level of performance of Pader District Local Government

The majority of respondents found PDLG services reliable, enhancing public trust. However, neutral responses indicated room for improvement in meeting stakeholder expectations and task accuracy. A focus on training and better communication with stakeholders could address gaps.

Employees generally meet work targets and contribute to organizational goals. However, some expressed concerns about unclear roles, resource limitations, and leadership accountability, requiring enhanced support, clearer roles, and improved resource management.

There were mixed views on timely task completion, resource utilization, and service delivery. Improved workflow processes, resource allocation, and digital tools were suggested to enhance efficiency. While some respondents praised resource use, others highlighted inefficiencies, calling for better financial oversight.

Many respondents were dissatisfied with the timeliness of service delivery. Delays in processing requests and meeting deadlines were major concerns, emphasizing the need for better project management, proactive communication, and staff responsiveness. However, prioritization of essential services was generally well-regarded.

6.2.3 The influence of public standing order on the relationship between ethical code of conduct and performance in PDLG

The analysis of the influence of the Government legal framework, specifically the Public Service Standing Order, on the relationship between the ethical code of conduct and organizational performance in Pader District Local Government (PDLG) reveals a moderate yet significant correlation between these factors and the effectiveness of local governance. Both the Public Service Standing Order and the ethical code of conduct are found to play pivotal roles in enhancing organizational performance, aligning with the literature that underscores the

importance of regulatory frameworks in fostering ethical behavior and improving public sector performance (Amutabi, 2021).

The R Square value suggests that a significant portion of the variance in organizational performance is explained by the combined influence of these factors, a conclusion that supports Adoko's (2023) assertion on the critical role of legal frameworks in driving public sector efficiency. Additionally, the significant F-statistic further emphasizes that the interaction between ethical guidelines and legal mandates is crucial for promoting accountability and effective public service delivery (Palmer & Pillay, 2025). The Public Service Standing Order establishes clear behavioral guidelines, reinforcing the ethical conduct expected of public servants, and fostering a culture of integrity. This is consistent with Nagirano (2021) who argue that adherence to ethical standards can reduce corruption and inefficiencies, leading to better local government service outcomes, particularly in corruption-prone contexts like Uganda.

While the ethical code of conduct emerged as a stronger predictor of organizational performance, the influence of the Public Service Standing Order was found to be less robust. This reflects Souza & Rossoni (2025) observation that legal frameworks' effectiveness often depends on their proper implementation and the public servants' understanding of them. In Pader District, inconsistent enforcement and limited employee awareness of the standing orders appear to weaken its impact, indicating the need for more training and awareness programs, as highlighted in the Pader District Local Government Strategic Plan (2023).

6.2.4 The relationship between employee ethical code of conduct and organizational performance of PDLG

The findings from the study on the relationship between employee ethical code of conduct and organizational performance in Pader District Local Government (PDLG) reveal a significant positive correlation. The analysis shows that adherence to an ethical code of conduct enhances organizational performance, with key ethical values such as integrity, respect, and justice playing critical roles.

Integrity has the strongest influence on organizational performance, with a Pearson correlation coefficient of 0.628. This finding is supported by studies like Ndyabahika (2020), who emphasizes that integrity, characterized by honesty, accountability, and transparency, is crucial for improving governance and public trust, ultimately boosting organizational outcomes. Uganda's Leadership Code Act (2002) also highlights integrity as essential for good governance and organizational success.

Respect shows a moderate positive correlation with performance, underscoring the importance of fostering a respectful work environment to promote collaboration, reduce conflicts, and boost employee morale. This aligns with Kintu and Nakabugu (2023), who argue that mutual respect among employees enhances teamwork and innovation, leading to improved service delivery. The Local Government Act of Uganda reinforces this by stressing the need for respectful workplace culture to achieve service delivery goals.

Justice, though having a weaker positive correlation compared to integrity and respect, still contributes to organizational performance. Fairness in decision-making and conflict resolution fosters employee satisfaction and commitment, which in turn affects performance. Akena and Mukama (2021) suggest that perceptions of justice are crucial for employee motivation, though the impact on performance may be more gradual and long-term. This is echoed in Uganda's National Ethical Values Policy (2020), which recognizes the importance of justice but highlights its need for consistent application over time.

6.3 Conclusions

Based on the results as presented in chapter four and their discussions in chapter five, the following are the conclusions which are presented in line with the study objectives.

6.3.1 Status of employee ethical code of conduct in Pader District Local Government

While the majority of employees in Pader District Local Government perceive themselves as honest and transparent, there are notable gaps in the enforcement of ethical standards and training, particularly around confidentiality, which could affect public trust. Leadership plays a recognized role in promoting integrity, but inconsistencies in ethical practices and reporting mechanisms for unethical behaviors indicate room for improvement. Although respect for

diverse opinions and courteous communication is generally encouraged, some employees feel undervalued, revealing disconnects between leadership intentions and employee experiences, as well as hierarchical barriers. Dissatisfaction with fairness, objectivity, and justice in decision-making, alongside concerns about favoritism and ineffective conflict resolution, underscores the need for reforms in leadership, decision-making, and conflict management to foster a more equitable, inclusive, and transparent organizational culture.

6.3.2 The level of performance of Pader District Local Government

The performance of Pader District Local Government (PDLG) was generally perceived as reliable, fostering public trust. However, neutral responses indicated areas for improvement in meeting stakeholder expectations and ensuring task accuracy. Enhancing staff training and communication could address these gaps. While employees were seen as contributing to organizational goals, concerns were raised about unclear roles, resource limitations, and leadership accountability. These issues point to a need for clearer role definitions, better resource management, and increased leadership support. Mixed views were expressed regarding task completion, resource utilization, and service delivery. Suggestions for improving workflow processes, resource allocation, and adopting digital tools were noted. Some respondents praised resource management, while others called for better financial oversight to address inefficiencies. Timeliness in service delivery was a significant concern, with delays in request processing and deadlines being a common issue. Improved project management, proactive communication, and staff responsiveness were recommended. However, the prioritization of essential services was viewed positively.

6.3.3 The influence of public service standing order on the relationship between ethical code of conduct and organizational performance in PDLG

The analysis of the influence of the Government legal framework, particularly the Public Service Standing Order, on the relationship between the ethical code of conduct and organizational performance in Pader District Local Government (PDLG) reveals a moderate but significant correlation between these factors. Both the Public Service Standing Order and the ethical code of conduct are essential in improving organizational performance, reinforcing the importance of regulatory frameworks in promoting ethical behavior and enhancing public sector efficiency. The

Public Service Standing Order provides clear behavioral guidelines, fostering integrity, but its impact is weakened by inconsistent enforcement and limited employee awareness, necessitating more training. While the ethical code of conduct emerged as a stronger predictor of performance, the standing order's potential depends on better implementation and understanding among public servants.

6.3.4 Relationship between employee ethical code of conduct and organizational performance of PDLG

The findings on the relationship between the ethical code of conduct and organizational performance in PDLG reveal a significant positive correlation, indicating that adherence to ethical standards enhances organizational performance. The Pearson correlation coefficient suggests a moderate to strong relationship, aligning with existing literature that emphasizes how ethical behavior fosters transparency, trust, and accountability in public organizations, which are vital for operational efficiency. Integrity emerged as the most influential factor, with a Pearson correlation coefficient of 0.628, highlighting its role in promoting honest and accountable decision-making that prioritizes public welfare. Respect also showed a moderate positive correlation, enhancing collaboration and morale, while justice, although weaker, underscored the importance of fairness in fostering employee satisfaction and commitment. Overall, the results demonstrate that ethical principles integrity, respect and justice are interconnected and collectively contribute to improving PDLG's organizational performance, reaffirming the critical need for a strong ethical code of conduct to achieve better governance and service delivery outcomes.

6.4 Recommendations

Based on the findings of this study and in line with the gaps that were observed from the results, their discussions and conclusions, the following recommendations were drawn.

The heads of departments of PDLG headquarters should implement comprehensive training programs for their subordinate employees, focused on the ethical code of conduct, the Public Service Standing Orders, and conflict resolution. Ensure that all employees are well-informed about ethical standards, their responsibilities, and the consequences of breaches. Regular

workshops and seminars can foster a culture of integrity and transparency, thereby reinforcing ethical behavior throughout the organization.

The Chief Administrative officer (CAO) and the district personnel should develop strategies to enhance communication channels within the PDLG, ensuring that all employees feel heard and valued. Establish regular feedback mechanisms, such as surveys or suggestion boxes, to gauge employee sentiments regarding respect and inclusivity. Leadership should actively seek and incorporate diverse opinions, particularly concerning decision-making processes, to foster a more collaborative work environment.

The CAO of PDLG should create clear, written guidelines for decision-making processes that emphasize fairness, objectivity, and transparency. Introduce mechanisms for accountability, including a system for reporting unethical behavior without fear of retribution. This can help mitigate concerns regarding favoritism and discrimination, thus improving employee morale and trust in leadership.

Pader district local council under the leadership of town clerk, CAO, Chief Finance Officer (CFO), local council five chairperson should conduct a thorough review of resource allocation and management practices to identify areas for improvement like recruitment to fill gaps. Ensure that roles and responsibilities are clearly defined and communicated to all employees, minimizing confusion and overlap. Providing adequate resources and support will empower employees to meet their work targets and enhance overall performance.

The senior Community Development officer of Pader district should implement project management training and tools to improve workflow processes, task completion rates, and service delivery timelines. Establish clear deadlines and monitor progress regularly to ensure accountability. Encourage proactive communication among team members to address potential delays and streamline service delivery, enhancing public trust and satisfaction.

6.6 Areas for Further study

- i. Leadership Styles and Performance of Pader District Local Government
- ii. Financial Accountability and Service delivery in Pader District Local Government
- iii. Employee motivation and Performance of Pader District Local Government

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APPENDICES

APPENDIX A: QUESTIONNAIRE SURVEY FORM

Dear respondent, I am Okidi Bajilo Oola, a student of Gulu University pursuing Masters of Business Administration. I am currently carrying out a study on Employee code of conduct and Organizational performance, the case of Pader District Local Government, Uganda. The purpose of this document is to request for your permission to participate in this study by filling in this form to provide useful information for this research. The information you provide will be treated with utmost confidentiality and will be used purely for academic purpose. I therefore request you to spare 15 to 20 minutes of your time to fill in this form. Thank you for your consideration.

SECTION A: DEMOGRAPHIC INFORMATION

Please tick the most appropriate option

1. Sex of respondent:

A. Male ☐ B. Female ☐

2. Age of respondents

A. 18-25 years ☐ B. 26-33 years ☐ C. 34-41 years ☐ D. 42-49 years ☐
E. 50 years and above ☐

3. Number of years worked at the institution:

A. Less than 1 year ☐ B. 1-4 years ☐ C. above 5 years ☐

4. Academic Qualification

A. Primary ☐ B. Secondary ☐ C. Diploma ☐
D. Bachelors ☐ E. Post-Graduate ☐ F. Masters ☐

SECTION B: EMPLOYEE ETHICAL CODE OF CONDUCT

Please tick by indicating the extent to which you agree or disagree with the following statements whereby SD –Strongly Disagree, D-Disagree, N – Neutral, A – Agree and SA – Strongly Agree

Integrity	SD	D	N	A	SA
Employees of Pader District Local Government are always honest in their professional interaction.					
Employees of Pader District Local Government are always truthful in all their professional interactions.					
In Pader District Local Government, honesty, openness and transparency are actively encouraged					
Integrity is considered a fundamental aspect of my organizational culture.					
Employees of Pader District Local Government maintain high level of confidentiality.					
Employees in the Pader District Local Government consistently adhere to the established ethical guidelines in their daily work activities.					
The leadership in Pader District Local Government demonstrates and enforces high standards of integrity among its employees.					
Employees in the Pader District Local Government report unethical behaviors when they observe them.					
Decisions made by employees in Pader District Local Government are based on fairness, transparency, and accountability.					
Respect					
Respect for diverse opinions and perspectives is actively encouraged in our organization					
Employees in our organization treat each other with courtesy and consideration.					
I feel that my contributions and ideas are valued by my colleagues and superiors.					
The organization promotes a culture of inclusivity and respects individual differences.					
I observe respectful communication between employees at all levels of the organization.					
Employees in Pader District Local Government treat each other with dignity and respect regardless of their job titles or roles.					
There is a culture of mutual respect and understanding among all employees within the Pader District Local Government.					
Supervisors and managers in Pader District Local Government demonstrate respect towards their subordinates in daily interaction.					
Justice					
I believe that all employees treated each other with fairness at Pader District Local Government.					

Employees at Pader District Local Government are objective in dealing with each other.					
Justice is consistently practiced in decision-making processes within Pader District Local Government					
I feel that employees of Pader District Local Government value diversity in every activity transacted.					
Employees at Pader District Local Government are united without any sense of discrimination.					
I feel that conflicts are resolved fairly and constructively among employees.					

SECTION C: ORGANIZATIONAL PERFORMANCE

Please tick by indicating the extent to which you agree or disagree with the following statements whereby SD –Strongly Disagree, D-Disagree, N – Neutral, A – Agree and SA – Strongly Agree.

Work Quality	SD	D	N	A	SA
The services offered by Pader District Local Government are reliable.					
The services offered by Pader District Local Government meets the expectation of all its stakeholders.					
Pader District Local Government puts the interest of its stakeholders first while offering services.					
Employees of Pader District Local Government perform their tasks with minimal errors.					
The employees of Pader District Local Government are always available to offer their services.					
The tasks assigned to me are clear and well-defined					
I consistently meet the quality standards expected in my work					
I have the necessary resources and tools to perform my job effectively					
Effectiveness					
The employees of Pader District Local Government usually meet their work targets					
The tasks assigned to employees are usually accomplished as expected.					
The output produced by the employees in this institution is commendable.					
Employees of Pader District Local Government contribute positively towards the Organizational goal(s).					
Employees usually utilize resources as planned.					
The local government leaders in Pader District demonstrate strong accountability in managing public resources.					

Service delivery in Pader District meets the needs and expectations of the local community members					
The planning and implementation of development projects by Pader District Local Government are done in a timely and efficient manners					
The local government in Pader District actively involves citizens in decision-making processes.					
Efficiency					
The staffs of Pader District Local Government usually accomplish their tasks within the shortest possible time.					
Different activities in Pader District Local Government are always implemented with minimal use of financial resources.					
Activities in this institution are implemented with minimal use of physical resources.					
The institution produced more output with minimal use of resources.					
The Pader district local government allocates resources effectively to meet the needs of the community.					
Services provided by the Pader district local government are delivered in a timely manner					
The communication between the Pader district local government and the public is clear and effective					
Timeliness					
The local government services I require are consistently delivered within the expected time frame.					
I am satisfied with the speed at which my requests and applications are processed by the district local government					
The Pader District Local Government effectively meets deadlines for project completions and service delivery.					
Communication regarding delays in service delivery is promptly provided by the district local government."					
The local government staff in Pader District are responsive and timely in addressing my concerns and inquiries.					
Timely access to essential services (e.g., health, education, water) is a priority for the Pader District Local Government.					
The district local government provides adequate notice before any service delivery delays or disruptions.					

SECTION D: GOVERNMENT LEGAL FRAMEWORK

Please tick by indicating the extent to which you agree or disagree with the following statements whereby SD –Strongly Disagree, D-Disagree, N – Neutral, A – Agree and SA – Strongly Agree.

Public Service Standing Order	SD	D	N	A	SA
The Public Service Standing Order clearly outlines the ethical guidelines that employees must follow in their duties.					
Employees in the Pader district local government consistently adhere to the ethical standards set forth by the Public Service Standing Order.					
The ethical conduct of employees, as guided by the Public Service Standing Order, positively impacts their overall performance.					
The management of Pader district local government effectively enforces the ethical codes of conduct outlined in the Public Service Standing Order.					
Regular training and sensitization on the ethical code of conduct are provided to employees in line with the Public Service Standing Order.					
The accountability mechanisms in place within the Public Service Standing Order are sufficient to ensure ethical conduct among employees.					
Employees are well-informed about their ethical obligations as stipulated in the Public Service Standing Order.					

THE END

THANK YOU FOR YOUR PARTICIPATION

APPENDIX B: INTERVIEW GUIDE TO KEY INFORMANTS

Dear respondent, I am Okidi Bajilo Oola, a student of Gulu University pursuing Masters of Business Administration. I am currently carrying out a study on Employee code of conduct and Organizational performance, the case of Pader District Local Government, Uganda. The purpose of this document is to request for your permission to participate in this study by responding to a few questions to provide useful information for this research. The information you provide will be treated with utmost confidentiality and will be used purely for academic purpose. I therefore request you to spare 15 to 20 minutes of your time for this activity. Thank you for your consideration.

1. What do you say about the status of employee code of conduct in Pader District Local Government?
2. What do you say about employees' employee code of conduct in terms of:
 - i. Integrity
 - ii. Respect
 - iii. Justice
3. What is the status of performance of Pader District Local Government?
4. What do you say about performance of Pader District Local Government with respect to:
 - i. Effectiveness
 - ii. Efficiency
 - iii. Quality of Work
 - iv. Timeliness
5. What do you say about Public Service Standing Order
6. What is the influence of Public Service Standing Order on the relationship between ethical code of conduct and organizational performance in Pader District Local Government?
7. What is the relationship between employee ethical code of conduct and organizational performance of Pader District Local Government?

End of Interview: Thank you for your precious time.

APPENDIX C: SAMPLE SIZE DETERMINATION USING KREJCIE AND MORGAN (1970) TABLE

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

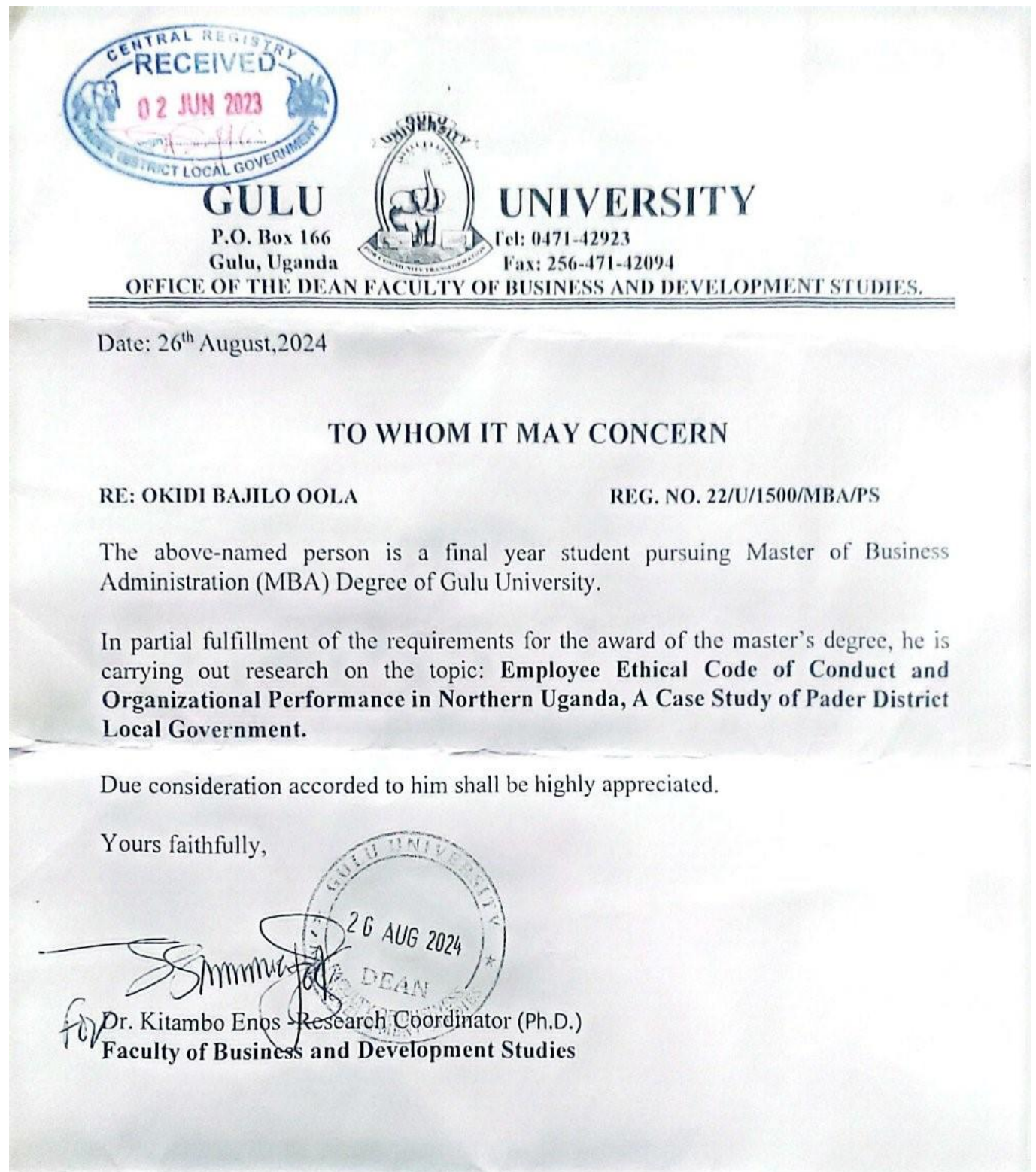
Note. N* = POPULATION; S=sample size. Adapted from “Determining sample size for research activities, “by Krejcie R.V. & Morgan D.W. (1970) in S.Sarantakos (1998), Social Research, 607 – 610, London: Mac Millan Press Ltd.

(Source: Quoted in Barifaijo, Basheka and Oonyu, 2010:77).

APPENDIX D: DEPARTMENTS IN PADER DISTRICT LOCAL GOVERNMENT (2023)

Departments	Population Size
ADMINISTRATION	
CAO, Deputy CAO, Principal Assistant Secretary, Principal Human Resource Officer, Human Resource Officer, Records Officer, Assistant Record Officer, IT Officer	08
COMMUNITY BASED SERVICES	
District Community Development Officer, Senior Probation Officer, Probation Officer, Labour Officer, Gender Officer, Stenographer, Office Attendant	07
EDUCATION	
DEO 1, Senior Inspector of Schools, Inspector of Schools, Guidance & Counselling, Sports officer, Special Needs Officer, Stenographer and Officer Assistant	10
PRODUCTION AND MARKETING	
District production Officer, Senior Fisheries Officer, Veterinary Officer, Assistant Agriculture Officer (Mechanic), Office attendant	08
HEALTH	
District Health Officer (DHO), Assistant DHO (maternal), Assistant DHO (Environment), Vector Control Officer, Cold Chain Assistant, Assistant Inventory Management Officer, Office Attendant	10
WORKS	
District Engineer, Road Inspector, Engineering Assistant (Building), Engineering Assistant (Roads), Stenographer, Officer Assistant, Drivers	15
NATURAL RESOURCES	
Senior Land management officer, Physical Planner, District Surveyor, Senior Environmental Officer, District Water Officer	07
FINANCE & AUDIT	
Head of Finance, Senior Accounts Assistant, District Accountant, District cashier, office attendant, District Auditor, Assistant Auditor	07
TRADE & INDUSTRY	
District Commercial officer, Commercial Officer, Tourism officer	03
PLANNING	
District Planner and Senior planner	02
STATUTORY BODY	
Senior Procurement Officer, procurement officer, secretary district services, secretary land board	04
Total	81

APPENDIX E: INTRODUCTORY LETTER FROM GULU UNIVERSITY



APPENDIX F: LETTER OF AUTHORIZATION FROM PDLG

Email: michaelwanje@gmail.com
Alternative Communication route
Chief Administrative Officer 0772 442989
DCAO 0773 623084



PADER DISTRICT LOCAL GOVERNMENT
Office of the Chief Administrative Officer
P O BOX 1, PADER

In any correspondence on
This subject please quote

03 September 2024

TO WHOM IT MAY CONCERN

INTRODUCTION FOR MR. OKIDI BAJILO OOLA

Mr. Okidi Bajilo Oola is a final year student of Gulu University pursuing Master of Business Administration degree of Gulu University. He is carrying out a research on the topic "Employee Ethical Code of Conduct and Organizational Performance in Northern Uganda", Case study of Pader District Local Government.

The purpose of this letter therefore is to Introduce him and request you to render him all possible assistance he may require from you to enable him accomplish the task he is undertaking.

Adong Susan
For: Chief Administrative Officer

