

American Journal of **Strategic Studies** (AJSS)

**Working Conditions and Employee Performance in Lira City,
Northern Uganda: A Twin Challenge to Service Delivery**



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Working Conditions and Employee Performance in Lira city, Northern Uganda: A Twin Challenge to Service Delivery

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Accepted: 3rd Dec, 2024, Received in Revised Form: 18th Nov, 2024, Published: 20th Dec, 2024

Abstract

Purpose: This study aimed to examine the effect of working conditions on employee performance in Lira City, Northern Uganda.

Methodology: A descriptive research was adopted among a population of primary school teachers in both public and private schools in Lira city as the main study participants, other stakeholders were the City Education Officer, the Head teachers of the schools and the chairperson school management committee of the schools and pupils. The study was gender sensitive, both male and female participants were involved women account for 48% and 52% for male.

Findings: The results revealed that prompt payment was not enforced, this vacuum accounted for 50% in many private schools where payment is even made after three month and you are paid a salary for one this demoralizes many teachers and it has resulted in to large numbers of teachers' turnover. Furthermore, management have weak administrative skills and capacity to manage people they lead due to incompetence, ignorance about rule of law and the need for working together, failure to balance between position, responsibility and work.

Contribution to theory, policy and practice: The findings of this study are vital to both school managers and education planners at the macro-level to evolve policies and frameworks that prioritize working conditions rather than merely focusing on salaries. Further, the findings will help re-awaken school managers to balance environmental conditions that are conducive for both work and education for children.

Recommendations: We implore the need for evidence-based and/or targeted capacity building, strengthening available labor laws and policies, in addition to enforcing compulsory implementation of school feeding program in every school.

Key words: *Working Conditions, Employee Performance, School, Managers, Labor Laws*

1. INTRODUCTION

Globally, working conditions remain an emphasis in every organization. In the more developed countries, such as United Kingdom, the rise and consolidation of new public management reforms has resulted in many public organizations being under seemingly relentless pressure from both internal and external sources. Public managers are expected to demonstrate that there have been sustained improvement in performance and the organizational goals and objectives are being achieved (Adam et al, (2005). It is important to note, from the very beginning, that employees are the main drivers responsible for ensuring the growth and sustainability of any organization (Benn et al., 2014). Irrespective of how the organization is conceptualized and contextualized, without employees taking and performing key roles and responsibilities, the organization would be short lived (Casey, 2013).

Employees keep organizations operating by giving time and skills to the development of the organization. The welfare of employees is therefore essential and it is incumbent on the employers to contribute to the employee's benefits for optimal performance and efficiency. Some of the notable employees' welfare facilities include but are not limited to housing facilities, free medical facilities, retirement benefits, children and adult educational benefits, welfare measures for the employee's families, loan facilities and so on. The employees' welfare should be paramount at all times in an organization as this will be an impetus to employees' efficiency and dedication to the organization (Casey, 2013). Undoubtedly, a well-cared for employee will reciprocate by performing to the best of his or her ability. According to Patro (2015), "the term welfare suggests the state of well-being and implies wholesomeness of the human being. It is a desirable state of existence that involves the mental, physical, moral and emotional factor of a person. All these four elements constitute the structure of welfare on which its totality is based." Provisions of welfare facilities are governed by policies and laws; however the welfare package is based on negotiation and agreement between the employer and employee without any government interference (Ogini et al., 2013). Usually, welfare packages are shaped by national and international standards. This gives workers certain labor rights which the employers must make available to the employees (Oginniet, 2013).

Workers are entitled to good and sustainable conditions of employment in the workplaces (Patro, 2012). Welfare facilities and services are to be provided in addition to the mandatory wages or salaries paid for services rendered (Collins & Mayer, 2010). Patro (2015) mentioned such facilities to be provided in addition with salaries and wages as including but not limited to "monitoring of working conditions, creation of organizational harmony through infrastructure for health, general insurance, retirement benefits, housing facilities, and education benefits for employees and their children, and so on. Labor welfare implies the setting up of minimum desirable standards and the provision of facilities like health, food, clothing, housing, medical assistance, education, insurance,

job security, recreation etc. Such facilities will enable a worker and his family to lead a good work life, family life and social life.”

Chandrasekar (2011) described that an organization could motivate its employees through rewards. The rewards could be internal rewards which were offered by organization to employees on the completion of challenging assignments. The rewards also could be external rewards which were awarded by organization to employees for peer recognition. At library’s workplace the rewards also get importance because it motivates librarians. They get rewards at their good performance and motivate for next responsibility. Franco et al. (2002) described that job performance often relied on motivation of staff members but to some extent it is also relied on the staff member’s internal skills, knowledge and on resources which are available for doing job. The motivation is necessary to take standard job performance from the staff members.

Esu (2015) notes that in Nigeria, there are many challenges to fostering performance improvement in resource-poor settings and yet it is in these very contexts that employee is most in need of some sort of encouragement to perform their jobs well. Low salaries, poor working conditions, weak or non-existent management and supervision, and lack of decision-making authority, among other things, provide disincentives for employee to invest time and energy in improving service delivery to the population (Mwesigwa, 2018). In Uganda, employee performance is an important aspect in service delivery among the population because the way employee performs determines how services will reach the people (Komakech, Obici & Mwesigwa, 2021). Most local governments in Uganda are characterized by poor job performance of employee as they deliver services to the people. This is experienced in areas of efficiency, effectiveness, accountability, absenteeism, poor time management, low revenue collection, delivery of poor-quality goods and services, failure to hold departmental monthly and quarterly meetings, general lack of interest, and lack of commitment by employee.

1.1 Statement of the problem

Lira city just like any other local government suffers poor performance. This is attributed to poor motivation and poor working conditions. These have influence poor performance among employee in Lira city council. A number of teachers have abandoned their jobs joining Boda-boda sector. However, the government attempts to solve these problems by increasing the civil servants’ salaries, improving working conditions and providing induction and career training to the employees. Despite the above interventions, absenteeism is still a problem among employees of Lira city council. It is against this background that the researcher wants to examine influencing of poor working condition among employee in Lira city council. The purpose of this study was to assess influence of poor working condition on employee performance in local governments in Uganda, a case study of Lira city. Specifically, the study focused on three objectives, viz. (a) To examine the effect working in improving employee performance in Lira city council. (b) To assess

the contribution of transport provision in improving employee performance in Lira city council.
(c) To analyze the effect of friendship in improving individual productivity in Lira city.

2. LITERATURE REVIEW

2.1 Employee Competences

Before expending the access of higher education, academic degree tended to prove one's higher labor market performance, but it is no longer enough to guarantee a graduate a satisfying future career, after the admission rate of higher education soars. Therefore, it is necessary to cultivate one's competitiveness in college years to meet the labor market's expectance, to compete for a professional job, better pay and the opportunity of promotion. For employee competencies with different definitions were regard the cultivation of the competences as a psychological process. Therefore, we use the subjectively assessed by the respondents. And this competitiveness, we refer to as employee competences (Suharno & Despinur, 2017), some scholars name it core competences (Bishop, Cadle and Grubestic, 2015). Performance is defined as the capability of an individual to archive objectives and goals that result from his/her employment (Javorčíková et al., 2021a). In this very context, most supervisors pay a lot of concern on the motivation gains as a driving force for outcome performance of their employees (Javorčíková et al., 2021b). However, financial aspects are often significant but not inevitably the most important factors that affect the performance of employees (Javorčíková et al., 2021c). The employees determination to perform doubtfully highly depended on the impact of cultural and social factors as well as on the social and demographic factors (Piñero Charlo, 2017).

To meet organizational objectives, it can play a vital role. The way to utilize these resources efficiently and effectively by manpower is the pertinent question that arises during the organizational activity (Lincoln, 2009). To achieve success, one needs to adjust with the external influences in the market. The natural component of culture, society, legality, politics, competition and technology often change quickly. If knowledge is inadequate, the plan fizzles out. It is the most difficult job to anticipate about anything in the current circumstances which makes it hard to predict the event that is going to happen tomorrow. To obtain the best result, the need for exceptionally talented and devoted manpower is felt. Human resource management in the educational sector these days are exceptionally aggressive, and there is ferocious rivalry amongst them these days. It is extremely tough to begin, survive, settle down and exceed calculated expectation for any organization these days. The organizations having highly capable and skilled employees have a significant advantage over their rivals and can augment the productivity and richness better (Shanks, 2008). The committed manpower is the critical and vital elements for any organization to excel. Close coordination between the employee performance and various jobs is required for overall success of the organization (Lunenburg, 2011).

The concept of employee remuneration as a motivation captured the interest of many employers and researchers in the 20th Century due to the writings of Frederick Winslow Taylor on Scientific management. Most scholars on employee remuneration relate it to job performance. Remuneration as a motivation is an important aspect in influencing employee job performance in any organization. Several studies have attempted to relate motivation to job performance. For example, (Julius Nyerere Kawemba (2010) found that salaries were among the factors that positively affected lecturers' job performance. Therefore, remuneration in form of salary and allowances influences the level of motivation to work. A study by (Javorčíková et al., 2021a) in Slovakia primary school of Slovakia from 2015 to 2020 implementation showed that primary teachers value working atmosphere, good work team, a basic salary, a superior's approach fair employee assessment to be the most important motivation factors in relation to their work. The results confirmed that there was a significant change in motivation requirements among teachers, although the structure of motivation factors remained unchanged and salary was the leading motivating factor over the long period of time.

2.2 Working Conditions

Asegid, Belachew and Yimam (2014) attempted to explain job satisfaction and intention to turnover among nurses in the workplace, and in this study, working environment included making autonomous decision-making adjustment in practice, providing a stimulating intellectual environment and allowing opportunity to expand scope of practice etc., therefore, observed these factors were highly linked to work satisfaction and the turnover rate for staff. We observed that it can be identified several different dimensions such as personality traits (autonomy, flexibility), organizational system (career promotion, work culture, security) and interpersonal aspect (relations with co-workers, interpersonal relations). On dichotomous categories, Yap *et al.* (2010) indicates the effect of career satisfaction are comprised of objective and subjective factors. Objective factors include developmental opportunities and promotion. Subjective factors are skill utilization and talent identification. The meaning of objective/subjective is close to extrinsic/intrinsic (Sartorius *et al.*, 2011; Rasool, Jundong and Sohail, 2017), many studies which investigate intrinsic reward are usually about autonomy, flexibility and challenging work; on the other hand, extrinsic rewards are about job security and benefits which are crucial factors of promoting motivation, performance and job satisfaction. Besides, Noorizan *et al.* (2016) investigated factors relating to process of training transfer; they found work environments are a crucial moderating effect. And those environmental factors like support and openness are rather important.

As stated by Chung *et al.* (2010), factors that influence job satisfaction are individual, departmental and institutional characteristics. Institutional characteristic includes career promotion, collegiality, compensation and collaboration; and individual characteristic contains autonomy. Wee (2013) mention the concept of career development which comprises organization provides opportunities

to enhance employees' personal abilities, skills, knowledge as well as their potential which has profound impact on job satisfaction too. As suggested by Kim *et al.* (2009), competence has mediating effect while it influences work performance which leads to job satisfaction. In studies of Chen *et al.* (2009) which analyze the nurse from health care facility, and the research of Lin and Hwang (2016) sample of a population of elementary and junior high school faculties, both reveal work profession is positively associated with job satisfaction. Research has also shown that compensation, salary, bonuses, benefits are the crucial factors to affect job satisfaction (Basak and Govender, 2015; Ogonda *et al.*, 2015). Thus, it can be seen, these factors include employee competences, work environment, profession and salary are all interrelated.

2.3 The extent to which working conditions affect employee performance

Workplace has a lasting impact on the job performance of employees in any organization. At international level there were organizations which gave importance to the debate of employee's rights. Dorgan (1994) stated that in the whole world, mostly individuals devote fifty percent of their lives at workplace environment and their actions, mental abilities and job performance were affected by workplace environment. A good workplace, whether commercial (such as sports betting, or not, plays very important role in enhancement of productivity and also increased staff job satisfaction level (Mwesigwa, 2018). Leighton and Weber (1999) stated that instructional library is extra than a book repository. This is as it provides look at places in some surroundings that is conducive to severe idea and studying. They commented at the library surroundings that can facilitate the attainment of the jobs of educational libraries. Paul (2000) identified that working environment without stress can increase productivity. Staff takes stress at their workplace due to over workload, interpersonal relationship and challengeable job responsibilities. These environmental factors in keeping with them are reasonable personal comfort that can be done through situations that permit the occupants to be blind to such topics as air high-quality, drafts, lighting, glare, visible and auditory distractions, and fixtures configuration while Lombardo and Condic (2001), however, highlighted that Libraries desires to be a secure place for group of workers and college students.

Consistent with Drucker (1972), when employees feel happy at their workplace, the organization's production rate will be increased. Kohun (1992) defined that workplace environment was consisted on forces or factors that affected the job performance of the employees. There was a relationship exists between the performance of the employee's /activities and environment in which employees were doing their jobs. Working place environment affects the employee's job performance and also their satisfaction level about their jobs. Stup (2003) also defined job performance according to him job performance is related to the performance of job according to the organization's standards. Employees work on the organization's track and try their best to accomplish the objectives and goals of the university. When they work on organization's track, their job performance will also be improved. Employees job performance could be improved through

different ways like provide them stress free workplace environment, provide feedback on their performance and provide reward them for their good performance. Staff members get motivation through reward.

Brenner (2004) said that “the capability to percentage understanding at some stage in businesses relies upon on how the work surroundings are designed to allow organizations to utilize work environment as though it had been an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge”. Johnnieque (2001) investigated the evaluation of diverse people (employee) initiatives in academic libraries. He used qualitative approach for in-depth investigation and data collection instrument was interview. The academic library’s employees were selected as respondents of the study. The data collection process was consisted on three pilot sessions with employees. The researcher defined diversity is the difference between employees’ attributes like difference among their gender, race, age, physical look, language, geographic location, religion, economic condition and also in their skills (Mwesigwa, Bogere & Ogwal, 2022). Through this study the researcher developed diversity assessment model and he applied it in three pilot groups of librarians which were working in academic libraries. The findings revealed that staff members of academic libraries were not satisfied with their workplace environment and they said that workplace environment was not welcoming for them. The staff members who were in minority they did not get additional support from libraries at their workplace. Libraries also did not make reward for staff member on their good performance. Librarians were not satisfied with their workplace environment at academic libraries.

This shift of paradigm affected the librarian’s role, new technological changes has been challengeable for librarians. Any organization’s workplace environment and culture transformation depended upon the administration of the libraries. Oud (2008) studied the adjustment of new employees in academic libraries and problems faced by new librarians at their workplace. Mixed method was used as research deign and data were gathered through interview and questionnaire. He inquired from respondents about their pre-existing job expectations and their previous knowledge about their jobs. The study findings showed that they have pre-knowledge about their workplace and they were aware about how to deal with people, how to response users and how to write effective mails, reports. The respondents were replied that although they have pre-knowledge about their job but to some extent, they could not deal with workplace politics. They feel difficulties for learning these areas like library’s local procedures, local culture of workplace, local collection management procedures and also local structure of library. There was contradiction between new librarians

Norulkamar et al. (2009) considered that technology increase the stress among librarians at their workplace. They used techno stress term in the study; according to them techno stress was a disease which was occurred in employees due to the stress about adaptation of new information technologies and their inability to use that technology at their workplace. They proposed, techno

stress creators scale which was developed by Tarafdar for the measurement of techno stress among employees. They found that the reason of techno stress among librarians was that lack of proper ICTs infrastructures becomes cause of avoidance to use technology at their workplaces. Techno stress emerged in two forms one is physical and other psychological form. Employees were feeling stressed by use of technology due to headache, eye side weaknesses, back pain, information overloaded and psychologically employees feel insecurity of their jobs because the computers were performing their roles.

2.4 Role of descent transport in an organization

Achieving organizational performance has always been the major goal behind companies' actions and strategies. Consequently, the ways and means of accurately measuring performance is perceived as being an increasingly important field of research. According to Neely (2007) the ISI Web of Knowledge lists 6,365 scientific publications on performance measurement for the time period 2001–5, which translates to one new scientific paper appearing on the subject every seven hours of every working day. Yet, there is not a uniform and generally accepted definition about what performance and performance measurement is about, while they are often confused with the notions of profitability and productivity (Andersen & Fagerhaug, 2002, Tangen, 2004). In this paper we adopt the definition of Mentzer and Konrad (1991) who defined performance measurement as “the analysis of both effectiveness and efficiency in accomplishing a given task”, or in simple words “how well a goal is met”.

Effectiveness refers to the extent to which goals are accomplished and stakeholder requirements are met, it involves doing the right things, at the right time, with the right quality and can be defined as the ratio between actual output and expected output. Efficiency is an input and transformation process matter, defined as the ratio between resources expected to be consumed and those measures suggest the extent to which economically the firm's resources are utilized when providing a given level of stakeholder satisfaction (Tangen, 2004, Neely et al, 2002). Performance therefore is an umbrella term of excellence and includes profitability and productivity as well as other non-cost factors such as quality, speed, delivery, dependability and flexibility (Tangen, 2004). Although, each company strives to fulfill different types of performance Slack et al. (2007) recognized five basic performance objectives that are broad stakeholder objectives and apply to all types of operation. These include: Quality, Speed, Dependability, Flexibility, and Low cost.

Internally, transportation connects separated activities that result in the conversion of resources into goods according to the needs and wants of the customer (Tseng et al., 2005). Transporting is required in the whole logistics chain since it facilitates the entire process of materials and products moving into, though, out of and back to a firm consisting of four main activities: inbound logistics, covering the movement of material received from suppliers, materials management describing the movement of materials and components within a firm, physical distribution referring to the movement of goods outward from the end of the assembly line to the customer and returns back

from customers. Transportation is one of the six key logistics activities that drive total logistics costs along with customer service (including parts, service support and returns goods handling), inventory management (including packaging and reverse logistics), warehousing and storage, materials handling and procurement and order processing (including information management and demand forecasting) (Lambert et al. 1998). Compared to the other logistics costs, transportation cost is the largest cost component often comprising half of the total logistics cost (Thomas & Griffin, 1996).

Externally, transportation performs an intermediary role in the supply chain facilitating the physical flow of goods from where they are produced, to a point of destination where they are needed for use or resale. Hence, it is a business process that spans organizational boundaries linking channel intermediaries of the entire supply chain and encompassing shippers at the input side and consignees at the output side (Lai et al., 2004). Transportation is therefore part of a complex network of interrelated activities both in internal and external supply chains. The process of understanding how these activities is related, influence each other and translate to performance improvement is a difficult task. In order to uncover the "mechanisms" behind these relationships we are exploring first how transportation interacts with other business operations so as to trace how possible changes in transport supply could affect the performance of a transport using organization (shipper). Transport supply can be altered via improvements that have to do with the expansion of transportation capital (infrastructure) or the establishment of new policies and technologies both aiming at the improvement of the transportation system's efficiency (lower cost) and effectiveness

2.5 The impact of employee friendship on individual productivity

As a social system, organizations are naturally made up of people (Uslu, 2015). Therefore, it produces some sort of social relationship network (Morrison and Nolan, 2007). As a result of a number of factors such as personal interests, similarities in life style and culture, friendship at work goes beyond the social network identified in formal structures of an organization. Thus, friendship at work is a natural occurrence in the workplace (Asgharian et al. 2013; Lin & Lu, 2013). That is why examination of the manifestation of friendship in the workplace is a critical issue for organizations (Sias, 2009; Ong, 2013). In this context, interest is increasing about workplace friendship. Researchers are trying to find out the individual and organizational effects of workplace friendship both in positive and negative aspects (Riordan et al. 1995).

Research on friendship has been an important issue of developmental psychology during the past four decades (Keller, 2004). Friendship at work is also a critical issue that organizational behavior studies focus on. In general, studies on workplace friendship show that friendship at work makes a positive impact on individual and organizational outcomes (Berman et al. 2002). However, it might also affect the organization and individual negatively (Sias et al. 2004). For instance, distraction from work and spending too much time with others (Morrison and Nolan, 2007) might

reduce an employee's performance. Therefore, more studies are needed in order to clarify the link between workplace friendship and individual outcomes. On the other hand, it is important to note that friendship should also be examined in terms of cultural differences because the consequences of workplace friendship might vary depending on the shared values and norms of a society (Keller, 2004).

3. METHODOLOGY

The study employed descriptive cross-sectional design to assess influence of poor working condition on employee performance. It was conducted in -Lira city, which lies on the northern side of Lango sub-region. The study population comprised of teachers in public schools in Lira city as the main study participants. Others were the District Education Officer, the Head teachers and the chair persons of school management committee. A sample size of 101 respondents was picked from the lira city east and west division of lira city. We administered semi-structured questionnaire as the tool for data collection among the recruited participants. Data was entered, and cleaned in excel and later imported into SPSS where it was analyzed. Analysis was at two levels, that is univariate and vicariate analyses. For univariate analysis, frequencies were run for the various variables and results were presented in tables with percentages and figures. For bivariate analysis, crosstabs were also run for outcome variables and independent/ factor variables. Results were presented in tables containing chi-square, p-value degrees of freedom (df) and 95% Confidence Intervals (C.I). we considered the issues of ethical approval, informed consent, confidentiality and privacy.

3.1 Data Presentation, Analysis and Interpretation

Women accounted for 48 percent. The age bracket from 26-30 with 60 respondents interviewed representing 41 percent, followed by age group 31-35 with 25 percent, followed age bracket 20-25 represented by 10 respondents representing 20%. the research further showed that people above 36 years of age become demoralize when they reach 36 years with being absorbed in the job market and this was represented the least percentage of 14%. 51%, advance level 28 representing 21%, diploma level was 21 with 18%, and finally degree was 13 representing 10%. On the other hand, during the interview guide the researcher identified 10 respondents with 18% as certificate holders. Only 5% were diploma holders.

4. RESULTS OF THE STUDY

4.1 Impact of Working Condition

The study conducted showed that 50% of the respondents disagreed with the statement of prompt payment. This was seen in many private schools where payment are even made after three month and you are paid a salary for one this demoralizes many teachers and it has resulted in to large numbers of teachers turnover while 24% of the respondents agreed that they receive prompt

payment especially teachers on government pay roll whereas 18% of respondents revealed that they have taught and never paid. This implies that there is a need by the government to strengthen available laws and policies to regulate the operation of private schools in terms of regulating payment of their teachers and welfare for socio economic well- being and improved performance of pupils and students.

Teachers are not given free medical care in case of ill health while 30% of respondents indicated that they are given free medical care in case of a complicate sickness. This was observed in some private schools whereas 20% were not sure whether they have benefited from this project and it has never been in their schools especially government schools do not provide medical care for their teachers. This calls for affirmative action for government to put in place free medical care for all the staff. 80% of the respondents were not able get weekly duty allowance while 13% of respondents agreed that they were able to get weekly duty allowance. this was observed from few private primary schools who were able to motivate their teachers through the contribution from parents and some parts of fees are picked to motivate teachers, this has resulted in to improved performance in private schools compared to government headed primary schools in lira city and 7% of the respondents were not sure whether they were paid weekly duty allowance. Hence need to motivate staff.

4.2 Lack of management willingness to supervise programs and activities influenced poor performance

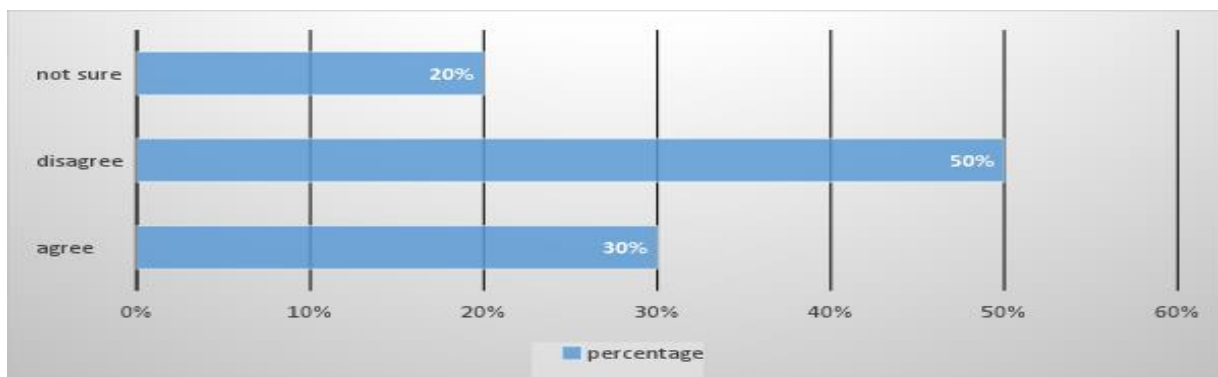


Figure 5: Showing whether Lack of management willingness to supervise programs and activities influences poor performance

Source: Primary data, August 2022

Nearly 50% of the respondent disagreed that Lack of management willingness to supervise programs and activities influences poor performance. this was observed in schools where management have weak administrative skills and capacity to manage people and staff, they lead due to incompetence, ignorance about available rule of law and the need for working together,

failure to balance between position, responsibility and work 30% of the respondent indicated their support toward this statement whereas 20% were not sure. This implies that most of the teachers do not know power they have in them to improve performance.

4.3 Organization policies influences poor performance

50% of the respondents agreed that teaching gives them a great deal of job satisfaction than before they were not absorbed in the job market while 30% of the respondents disagreed with this statement whereas 20% of respondent were not sure whether teaching give them job satisfaction.

4.4 The school provides me free accommodation

42% of respondents agreed that their schools provide free accommodation to their staff especially government headed school while 36% of them disagreed these were respondents from private school where few teachers are given free accommodation and 22% of the respondents were not sure whether there is free accommodation are provided to them by their schools. This implies that many private headed primary schools do not provide free accommodation to their teachers although they are motivated to teach.

4.5 Free Transport benefits are offered to staff

50% of respondent's do not get free transport at school because their school management could not afford buying bicycle for every staff / teachers even at government headed primary schools despite government efforts to improve performance while 30% of the respondents agreed their schools are able to provide means that transport them on a daily basis especially private headed school were able to provide free transport whereas 20% of respondent were never transported even once by the school administration from home to school ever since they joined teaching profession. This is an indication that school free transport program needs to be enforced by the government in order to motivate and improve performance of both teachers and pupils in and government headed school. 50% of the respondents agreed the selected for transport offer based on supervisor recommendation this was seen by most of the head teachers while 30% of the respondents received the transport on joining the company 20% of respondent were Compulsory for all employees. This implies that local government does not value training as a tool for enhancing employee performance. 60% respondents revealed that they never received transport in the entire period they worked in their work places, while 30% of respondents revealed that they got transport means on joining these were head teachers of private headed school and 10% respondents received transport after six months. This shows that there is a need for provision transport of employee in order to improve on their performance.

4.6 How relevant were the transport means you received to your work?

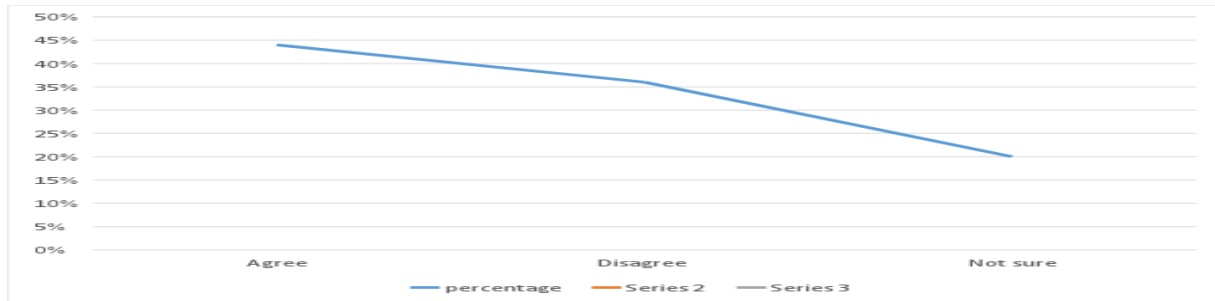


Figure 12: showing how relevant was the transport means received to your work?

Source; primary data, August 2022

Approximately 44% of respondents revealed that the transport they received were relevant to their work and helped them reached work place in time to deliver effectively while 36% of the respondents said the transport means they received were not relevant at all because the employer could not allow them to use the transport means provided beyond working (Mwesigwa et al., 2018). This made it irrelevant to them because they could not use it for their personal business or stay with it at home over the week end but they instead request them to pack them at office whereas 20% of them were not sure whether the transport means provided impacted to their life. This is the indication that most of the transport means provided staff is not relevant to the work employee does in department and it has not help improve their performance.

Employees overcome their work demands with the support from the colleagues who continuously supported and counsel them in time of difficulties to help the achieve the organizational goal, vision and mission while 30% of the respondents revealed that their friends did not help them overcome their work demands 20% of respondent were not sure whether their colleague contributed an effort to help them overcome their work demands. This implies that most of the friends at work place are less concern of challenges their friends are going through enhancing employee performance. Employee fulfill their jobs with high energy and motivation this was attributed to high level of freedom given to staff to execute their work with low pressure and minimum supervision, while 30% of respondents revealed that employee were not able fulfill their jobs with high energy and motivation due to poor working condition, pressure given to them by employers to deliver even if condition are not working well for them whereas 10% of respondent revealed that they were not sure whether they fulfill their jobs with high energy and motivation because they were not interested in the job they were doing. This has affected employee performance.

The respondent showed employees are excited to go to work together. In the process of their journey, they share a lot of issues concerning the development of their institution and the challenges they face during their work. These also help employees to design strategies to help the

overcome challenges they face. 30% of the respondent indicated that they are not excited to go to work together because some of the employee does not relate well with their fellow friend which affect work productivity when they are in bad terms with other employees whereas 20% of respondents cited work place relationship has never been excited to go to work together. This showed that work place relationship that may cause problem should not be encouraged.

42% of respondents agreed that they believe in the vision of the organization and they internalize organization's mission while 36% of respondents disagreed with the statement. Majority of respondents revealed that they don't care about, believe in the vision of the organization and internalize organization's mission because the purpose of them joining the organization was to earn money and 22% of the respondents indicated that they were not sure whether they read believe in the vision of the organization and internalize organization's mission. This indicates that most the employees are given jobs and never taken for induction training. During the process of executing their duties they meet so many people with whom they share ideas and learning which build their capacity while 24% of the respondents disagreed with this statement that works did not make Positive contributions to the lives of other people and 18% of them were not sure whether works made a Positive contribution to the lives of other people.

5. CONCLUSION

The study conducted Revealed that management have weak administrative skills and capacity to manage people they lead due to incompetence, ignorance about rule of law and the need for working together, failure to balance between position, responsibility and work. Majority of staff could not pursue their goals due to both internal and external family factor and teaching became their last resort because they did not have any options. This is the indication that most of the teachers had different goals rather than becoming teacher and this is the reasons why they are not motivated to work hard which is the major cause of poor performance in primary schools in Lira city. School free transport Program needs to be enforced by the government in order to motivate and improve performance of both teachers and pupils in and government headed school. This shows that there is a need for training of employee in order to improve on their performance. Most of the transport means provided staff is not relevant to the work employee does in department and it has not help improve their performance. Most of the friends at work place are less concern of challenges their friends are going through enhancing employee performance. This indicates that most the employees are given jobs and never taken for induction training.

Recommendations

The researchers recommended for:

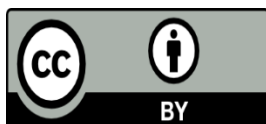
- a) Capacity building of technical staff and school management committee on their roles and responsibility.

- b) Government to strengthen available labor laws and policies in order to protect the rights of workers.
- c) Government and city council to enforced compulsory implementation of school feeding program in all school for an improved performance.

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