WORK ETHICS AND EMPLOYEE PERFORMANCE IN LOCAL GOVERNMENTS IN UGANDA

A CASE OF WAKISO DISTRICT LOCAL GOVERNMENT

BY

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OCTOBER, 2025

DECLARATION

I, **Nalumansi Joyce,** hereby certify that I singularly am the author of the content in this dissertation and that to the best of my knowledge, no similar work has been done and submitted to any institution of higher learning in part or full, as a requirement for an award of a Master's degree.

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APPROVAL

I hereby attest that the student Nalumansi Joyce worked hard to complete this dissertation, which is titled "***Work Ethics and Employee Performance: A Case of Wakiso District Local Government"***, and that no work of a similar nature has been completed and submitted to any institution of higher learning for consideration as a prerequisite for the award of a degree of master in any discipline.

Signature: ..... Date: 18/09/2025

Dr. Bbosa Sulaiman

DEDICATION

I dedicate this dissertation to my family and friends for their moral and social support throughout the entire academic journey.

ACKNOWLEDGEMENT

I express thanks to the almighty divine Father, Provider of all things, for my good health and mental stability, which have made it possible for me to enroll in and successfully finish this course. Am grateful to my family for ensuring that I finish this study program amidst all other competing demands. I am very grateful to my Dr. Bbosa Sulaiman for providing me with expert advice that goes above and beyond the technical requirements of data statistical analysis and overall project organization.

LIST OF ABBREVIATIONS

CVI:	Content Validity Index
DLG:	District Local Government
LG:	Local Government
Prof:	Professionalism
SAS:	Senior Assistant Secretary
SD:	Standard Deviation
TM:	Time Management
TQM:	Total Quality Management

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ABSTRACT

The study sought to establish how work ethics affect employee performance. Specifically, the study: investigated the effect of Accountability on an organization's performance, assessed the effect of Professionalism on an organization's performance, and examined the effect of Time management on an organization's performance. A cross-sectional survey design was adopted and a Quantitative approach was used in the study's data collection, analysis, and presentation. The survey was conducted on a study population of 1082 employees of Wakiso DLG using Close-ended Questionnaires and the sample was 233 respondents. Data analysis was done using SPSS version 23.0. The respondents' demographic data, including frequency counts, percentages, averages, and standard deviations of respondents' perceptions in Wakiso DLG was analyzed. Correlation and regression analysis were performed to establish the statistical relationship between variables and to quantify the association between work ethics and employee performance. Results from the correlation analysis indicated that accountability, professionalism and time management all had a positive and significant relationship with employee performance. Accordingly, regression results revealed that accountability, professionalism and time management explain variations in employee performance at the Wakiso District Local Government. Any single unit improvement in accountability, professionalism and time management in turn leads to an improvement in employee performance at Wakiso DLG. Therefore, these findings imply that accountability, professionalism and time management are key to fostering an employee performance. In conclusion, it was evident from the findings of the study that work ethics have a significant effect on employee performance and therefore, when local governments embrace work ethics, they are likely to register a performance improvement. The study recommends that Wakiso DLG integrate work ethics in all HRM systems and enforce them in all departments. The study also recommends MDAs to ensure that work ethics most importantly, accountability, professionalism and time management are made a prerequisite during recruitment and selection in addition to other qualifications

CHAPTER ONE

INTRODUCTION

1.0.Introduction

The backdrop to the study, the problem statement, the primary and specific research objectives, the research questions, the study's scope, its significance, and the definitions of key terminology and concepts utilized in the study are all presented in this chapter.

1.1. Background to the study

Human assets are believed to be the most important resources in any organization. Because of that most organizations usually give more attention to their human resources (Runtu.et.al., 2019). The success of an organization depends on the performance of employees, which in turn relies on the ethical background of the employees (Roy, 2020). Today's business environment is not only fast paced but also highly competitive. In order to keep pace and stay ahead, possession of several elements of work ethics is necessary for achieving a successful career. Elements of work ethics include being honest, responsible, reliable, having initiative or pursuing new skill (Osibanjo et.al., 2018). It is also refers to a set of values that are defined and characterized by diligence and hard work. Ethics is the main foundation of the entire human resource management practice (Belal, 2016).As a result human resource deals with the personal aspects of the business organization and touches many issues that require the application of ethical standards (Belal, 2016). Work ethics is a belief in the moral benefit of work and its ability to enhance character. A work ethics include attitude, communication ability, behavior towards coworkers, honesty and accountability. Employee perception of ethical climate leads to increased organizational performance. One of the factors that affect the level of performance of employee includes work ethics or moral 2 of an employee (Mashri, 2019). Mayer et al (2011) indicated that work ethics has a significant effect on the performance of the employee. In order to enhance the performance of the employee not only the employee but also the human

resource department needs to have a commitment for applying ethical standards. Human resource professionals that uphold strong ethical standard strive for a fair work environment will maintain employee confidence and attract new candidate(Attiany, 2014) Mohammad (2020), investigated the impact of work ethics on employee job performance, the result showed that work ethics has a positive significant effect on employee performance at international SMEs in Al-Hassan industrial state. Nidyawati (2021), Study the effect of loyalty and responsibility on teacher's job performance. The result showed that loyalty and responsibility simultaneously had a positive and significant effect on teacher's job performance. Nizam (2016), showed that there is a significant relationship between work ethics and job performance. Work ethics to be a good predictor of employee job performance. The study proves that work ethics will resulting high in employee job performance and indicates that the implementation of work ethics can help organization to achieve great performance in overall retail trade textile service located in Selangor kuala lampur and Johor. Omisore(2015), examines that transparency and accountability are the two main dimension of work ethics which are essential for effective service delivery and increased job performance. Sunanda (2018), examined whether work ethics affect job performance of employee and organization productivity. The finding of the study indicates that work ethics is a positive 3 and significant effect on employee job performance and also ethical consideration in labor management relationship is essential for organization development and high productivity , it is important that all stakeholders observe ethical conducts in their dealing with one another . this must be openly displayed through positive attitude committed teamwork, high integrity and self-discipline, Due to lack of positive work ethics there is high performance gap observed in public service sector organizations in Ethiopia (Mengistu, 2020) resulting in an increased dissatisfaction of clients

The historical, theoretical, conceptual and contextual viewpoints that form the basis for this study's backdrop are described here.

1.1.1. Historical Background

Employee perform various activities to achieve their organizational objectives. Quantified repeatable activities help to utilize processes for employees to be successful in attaining the level of performance and management (Georgopoulos, 2020, pp. 56-78), (Salley & Silver, 1987). However, one of the most contentious ideas, is that employee performance has never been the subject of agreement among various scholars and theorists (Seldon S. &., 2018).

An organisation is a purposefully coordinated social unit made up of several individuals who collaborate on shared objectives regularly. Organisations include, for instance, institutions like schools, hospitals, churches, manufacturing and service companies, retail establishments, police departments, and military units as well as municipal, provincial, and federal government organisations (Anderson et al, 2002). The concept of employee performance has gained increasing attention in recent decades, being pervasive in almost all spheres of human activity. It is a subjective perception of reality, which explains the multitude of critical reflections on the concept and its measuring instruments. Productivity, efficiency, effectiveness, economy, earning potential, profitability, competitiveness, etc. are all confused with employee Performance (Lebas, 1995). A precise and unambiguous definition of the concept of employee performance is therefore being emphasized more and more. The definition of a performance as the outcome of an athletic contest dates back to the middle of the nineteenth century. The idea has expanded throughout the 20th century, leading to several definitions that aim to cover the broadest possible range of what is experienced through performance. There is currently no employee performance that is not based on specific goals. Achieving an organization's objectives translates into achieving employee performance (Bolman, 2017).

1.1.2. Theoretical Background

To try to explain the development of work ethics and how they affect employee performance, several theories have been put forth. The research, however, adopted the Stakeholders Theory

advanced by Freeman et al. (2010)

According to Freeman et al. (2010), businesses must consider the interests of all of their constituents, not just shareholders. Employees, clients, suppliers, the community, and other parties who are impacted by or have the potential to influence an organization's actions are stakeholders. Laplume et al. (2008) claim that employees are not only motivated by increasing shareholder profits. Instead, they must consider the demands and worries of all parties. Employees are important stakeholders in this scenario. An organisation directly addresses the concerns and interests of its employees when it places a high priority on ethical behaviour at work.

According to Friedman & Miles (2002), strong employee morale frequently leads to greater productivity and improved overall performance. Employees are more likely to give their best work when they feel appreciated and that their company promotes excellent work ethics. They are less likely to commit acts of misbehavior or fraud themselves, which can have a detrimental effect on the efficiency of employees. The Stakeholder's Theory provides a useful framework for comprehending the connection between work ethics and employee success. It demonstrates how interrelated different stakeholders are as well as how crucial ethical behaviour is to promoting successful outcomes for both individuals and the organisation as a whole. This theory offers both researchers and practitioners useful insights into the study of work ethics and employee effectiveness.

1.1.3. Conceptual Background

Employee performance as the dependent variable and work ethics as the independent variable are the notions that directed this study. These two ideas have been examined in other domains, but they continue to be quite interesting and hence are appropriate for this study. 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. It is therefore a social

science. Human norms are the focus of the philosophy subfield of ethics. It offers logically sound moral guidelines that outline what people should do (Trevino, 2018).

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.

According to Steinberg (2019), "normal decorum" in public organizations and business includes things like accountability, professionalism, time management, and integrity. Every employee has a responsibility to act decently for the sake of the organization's stability and existence, according to (Adenubi, 2019).

Work ethics is simply the application of ethics to the workplace, according to this definition. The application of general ethical principles to business conduct is what facilitates and supports organizational and employee productivity. Work ethics cannot be eliminated by organizations, according to Geetu (2013). It makes sense that certain organizations have integrated ethics into their employees' culture. However, corporations are making a lot of effort to integrate ethical practices and skills into their structures. Many scholars claim that work ethics are essential to achieving an organization's goals. As a result, a formal cryptogram of morality that governs employees' ethical behaviour has been created by Lok (1999).

Employee performance comprises identifying the outcomes that an organisation must achieve, developing strategies to do so, putting those strategies into action, and evaluating whether or not the objectives were realized (Kaplan & Norton, 2018). The observable elements of employee performance that were selected for this study include revenue collection, timely salary payments, effectiveness and efficiency, proper resource allocation, and staff motivation.

1.1.4. Contextual Background

Employee performance is a subjective perception of reality, which explains the multitude of critical reflection on the concept and its measuring instruments (Lebas, 1995), (Jensen, 1996). At present, there are a variety of definitions attributed to the concept of employee performance due to its subjective nature.

The study's backdrop is the Ugandan public sector, with a special emphasis on Wakiso DLG. Uganda is believed to be a developing country but with a crippled public sector. Public sector organizations are now seen not as an asset but a liability to the taxpayers. (Kleinhempel, 2019). Hence, concepts of work ethics should take centre stage in the transformation of public organizations. The willingness of employees to meet the needs of the public depends more on embracing of work ethics. Most times debates around morals in any government mirror mostly on the individual moral duty. It is, therefore, the responsibility of every person in the organization to behave morally upright and to be ready to account for his or her behaviour.

Wakiso DLG just like any other local government is under the Ministry of Local Government. It has a total of 1,082 government employees distributed in its eight departments. Each department/ sector is headed by an officer, not below the Uganda government scale u4. The entity is supposed to provide efficient and effective quality, sustainable and equitable services to its population as enshrined in the decentralization policy (Brewer & Selden, 2018). However, the application of the concept of work ethics which is a key element for the effective realization of its mission appears to be below average. Indeed, the high levels of corruption, lack of accountability, absenteeism and poor time management, unprofessional tendencies and behaviours, delayed salary payment, poor resource allocation and usage, and misuse of power and authority among many other vices are believed to be responsible for the poor performance in this entity (Kleinhempel, 2019).

For Wakiso district LG, the incapability, or reluctance of the entity to offer satisfactory supervision and an extra inspiring working environment is an additional key challenge as it is thought to significantly impact bad behaviours among staff and thus affects the group's public image. The LG Performance Report 2018/ 2019 vividly shows how different staff at Wakiso are said to have involved themselves in wrong practices of embezzlement of funds, misappropriations, fraud, shoddy work, poor services and greed. The greatest bar in ethical discussion in governments currently is figuring out how to design institutions to promote adherence to the fundamental moral standard by both employees and the corporate body as a whole.

Anand et al. (2014) lists numerous corporate scandals involving corporations like WorldCom, Global Crossing, Enron, and Parmalat and discuss how these scandals highlight the urgent need for organizational ethics on a global scale. Some nations implement work ethics initiatives to promote moral behaviour and help employees perform properly, according to McDonald (2018).

1.2. Statement of the Problem

Globally, public sector organizations have long been viewed as liabilities rather than assets to taxpayers (Kleinhempel, 2019). This is due to the public sector's unproductivity, raucousness, and continuous violation of laws, weak financial controls, and corruption. The government of Uganda implemented a decentralization policy under the Local Government Act of 1997, with the primary goal of enhancing the public sector's service delivery and raising citizens' quality of life, Improving effectiveness, accountability and transparency.

Much as some local governments in Uganda have tried to achieve the objectives of decentralization, the same is still a far-fetched reality for Wakiso District. Surprisingly, and like in many organizations, this failure to perform to the expectations is not attributed to the lack of knowledge or skills by the employees of the entity but to the unethical work behaviours

existing by employees (Kleinhempel, 2019).

In Wakiso District Local Government, unethical work behaviours and uneven performance visa vie the set goals and standards are generally reported to be on the increase. Performance Report (2018/19) by the Ministry of Local Government indicates that Wakiso District unsuccessfully complied with 81% of the goals it had set. There were significant let-downs in the areas of salary payments, professionalism, tax collection, resource allocations and usage, time management and accountability leading to lots of suffering by the clientele.

The District Audit Report (2019) points to the fact that most of the wrong work practices that have an impact on organizational performance appear to be a result of the workers' lack of work ethics. This therefore left a question in the mind of the researcher as to whether work ethics have any related impact on performance. The study thus, intended to assess the impact of work ethics on employee performance.

1.3. Purpose of the study

The purpose of this study was to investigate how work ethics affects employee performance in local governments in Uganda, focusing on Wakiso District Local Government.

1.4. Specific Objectives of the Research

Specific objectives that guided the study include; -

i. To investigate the effect of accountability on the employee performance at Wakiso District Local Government.

ii. To assess the effect of professionalism on employee performance at Wakiso District Local Government.

iii. To examine the effect of time management on employee performance at Wakiso District Local Government.

1.5.Research Questions

The study was guided by the following research questions.

1. What are the effects of Accountability on employee performance at Wakiso District Local Government?
2. What are the effects of Professionalism on employee performance at Wakiso District Local Government?
3. What is the effect of Time Management on employee performance at Wakiso District Local Government?

1.6. Scope of the Study

This study involved the subject, geographical and time scope.

1.6.1. Content Scope

This study explored the effect of work ethics on employee performance. The specific concepts that were evaluated in this study included; Accountability, Professionalism and Time management. These concepts were tested whether they explain the variability in employee performance of Local Governments in Uganda.

1.6.2 Time Scope

This study examined the literature that was published between 2020 to 2024. It was conducted for a period of 6 months running of October 2024 to March 2025. This period was long enough to achieve the objectives of this study.

1.6.3 Geographical Scope

The study was conducted in Wakiso, the District lies in the Central Region of the country, bordering Nakaseke District and Luweero District to the north, Mukono District to the east, Kalangala District in Lake Victoria to the south, Mpigi District to the southwest and Mityana District to the northwest. Wakiso, where the district headquarters are located, lies approximately 20 kilometres (12 mi) northwest of Kampala, the capital of Uganda and the largest city in the country. The coordinates of the district are: 00 24N, 32 29E

1.7 Significance of the Study

The research is beneficial to both public and private organizations as it helps them assess their

performance within the context of employees. Institutions can be made to realize how they are affected by their lack of emphasis on work ethics.

This study will help Local Governments and Ministry Agencies to assess their performance and trace how they are affected by their lack of emphasis on work ethics.

The outcome of the study would help the Government to design a strategy to bridge the gaps in knowledge, skills and attitudes regarding Work ethics.

1.8 Conceptual Framework

To structure the link between study variables and identify measurement variables, the conceptual framework presented below has been created (Vaughan, 2018). The conceptual framework that is suggested below incorporates professionalism, time management, and accountability factors. The chart below explains how work ethics affect how well employees perform.

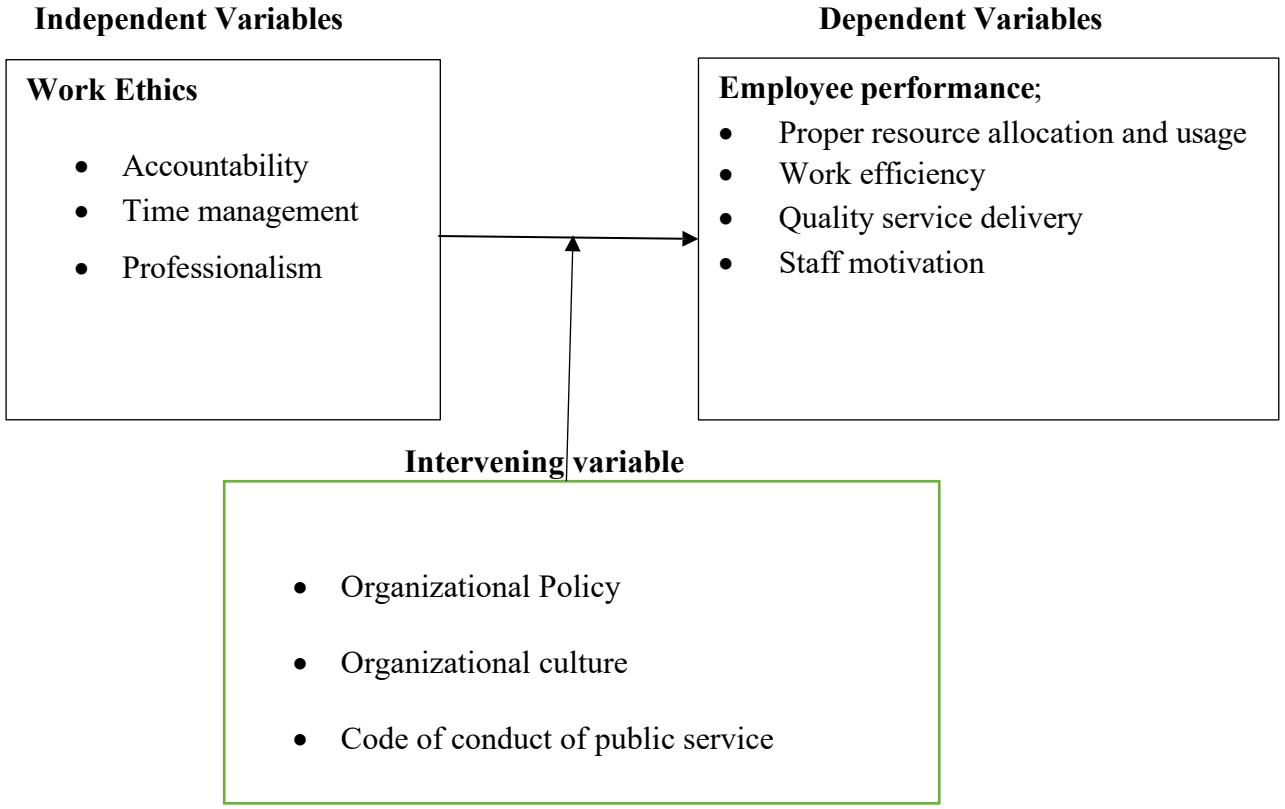


Figure 1. 1: Conceptual framework for work ethics and employee performance Source: Adapted from Hian (2004), and Seldon (2018)

When employees embrace work ethics for example; accountability exhibited through transparency, trustworthiness and responsibility, adhere to the principles of proper time management through proper planning and uphold the virtue of professionalism through respect for self as well as others, being knowledgeable and competent about their tasks and able to control their emotions as well as having regard for other people's feelings in an organization, the expectation is that those ethics will influence employee outputs thus, there will be Efficiency, Timely service delivery, Proper resource allocation and usage, quality service delivery and Staff motivation which defines organization's performance, these are moderated by the intervening variables of Organizational Policy, Organizational culture and Code of conduct of public service

1.9 Definition of operational concepts

Ethics can be thought of as moral principles that direct people and organizations to act in a certain way while interacting with one another.

Work ethics. This is the application of broad ethical principles to organizations' behaviour which facilitates and promotes employee performance. Work ethics are ethical values that govern employees in the workplace

Time management is the process of planning tasks or events by first predicting how long they will take to complete, when they must be completed, and then correcting any circumstances that would prevent them from being completed in the allotted amount of time.

Accountability refers to taking responsibility towards appropriately defined results. Public businesses and organizations must answer to those who have entrusted them with fiscal and social responsibility. Accountability is being responsible for all the actions and inactions taken.

Performance is the degree to which resources have been used appropriately to accomplish efficiency, effectiveness, and fairness.

Employee performance. The degree to which resources have been used appropriately to accomplish set goals. In the case of Wakiso, employee performance relates to timely payment of salaries, proper resource allocation and usage, maximization of revenue collection, work efficiency, quality service delivery, and staff motivation

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

Several scholars have researched work ethics and organizational performance**.** This chapter, therefore, covers other pieces of work generally related to the impact of accountability, time management and professionalism on employee performance. Empirical studies about the topic under study follow and a summary of the review closes the chapter.

2.1.1 The concept of work ethics

The concept of 'work' is central to this review. It is a universal phenomenon which varies in usage from formal activities to informal activities whether in the primitive to the contemporary sense. Such definitions have distinct work from other activities as play, recreation, or art (Ogunbameru, 2000). In this context, work is viewed as "a human activity directed to an object, such lecturing, producing soap," Thus, work involves transitive activity existing for the sake of its object which intend to meet needs of people. As Kuper & Kuper (1996) put it, 'any physical and or/mental activities which transform natural materials into a more useful form, improve human knowledge and understanding of the world, and /or provide or distribute goods to others'. Work from these views intends to serve a number of functions and these functions are for some purposes. The most obvious is the economic function of producing goods and services and in return for this exercise the employee is paid wages for doing the job right. Dessler (1983) suggests that work performance is a measure of how well an employee meets the standards that are required on a specific job. Work performance is the quality and quantity of human output necessary to meet work goals agreed upon between employees and their managers Ivancevich and Matteson, 1996). To achieve the job allocated to a worker, it must have been evaluated as either good or bad if a standard of performance has been agreed upon between employees and their managers.

Ethics is derived from the Greek word "ethos" which means character or custom. According to Hubert et al. (2007), Ethics is the collection of values and norms, functioning as standards or yardstick for assessing the integrity of individual conduct. It defines what make behaviour to be right or wrong (Fajana, 2006). Ethical behaviour defines within a context or setting what is acceptable or not. In his earlier writings, Pojman (1990) offers four areas which ethic is usually conceptualized: Actions, the act (right, wrong, permissive), Consequences (good, bad, indifferent), Character (virtuous, vicious) and Motive (goodwill, evil will). Thus, ethics is a field that involves the studies of human behaviour, in relations to what is expected of him/her by others (Malloy, 2003) and because we are interested in his/her work, it involves what is expected of him/her when performing his/her duties at work. Work ethics are the standards of behaviour that guide individual workers in their work and in relationship with fellow workers, customers and other economic agents (competitors, shareholders, suppliers, dealers, etc.). These ethics guide the thinking and decision making with respect to what is good and what is bad (Grace & Cohen 2005). The traditional work ethic stresses that, work is inherently good and by working hard one can overcome obstacles and succeed in life (Yoder & Staudohar, 1982). It is conceived as people's orientation to and expectation from work as informed by their convictions (Pojman, 1990; Norman, 1992). Fajana (2006) opine that, it consists of those principles and practices that are concerned with morals and good conducts in industrial life. Thus, work ethics represent what should or should not be done at work. Historically, Ethic has a protestant origin but the historical roots of work ethics programs were originally implemented in the defense industry to help organizations comply with the increased regulation following a series of scandals. The whole idea present work as a religious and moral obligation, and is now widely used as a simplified popular version of the concept, especially in the context of explanations for employees' performance, organizational performance and productivity. In the United States, ethic was introduced and diffused by religious groups in the 1930s. The development of work ethic was aided by the country's vast natural resources and the belief in

America as the land of opportunity, as well as wartime patriotism (Fajana, 2006). In Western Germany after the end of second world war, the need to survive the effect of war led to gospel of work ethics while in this part of the world, the situation is different, the quest to find the appropriate philosophical and development paths within a minute resulted into less ethical practices and high rate of fraudulent practices (Aina, 2000)

2.1.2 Concepts of Employee performance

Employee performance relates to the how individuals perform in their duties (Campbell, 1990). In addition to training and natural ability, job performance is impacted by workplace environmental factors including physical demanding tasks, employee morale, stress levels and working extended hours (Javed,2015). The term "job performance" refers to the tasks that are successfully completed within an organization. It is a plan that outlines the steps to be taken in order to achieve a goal or set of goals within a specific position, job, or company. However, it does not take into account the real-world challenges that come with performing the job. It instills confidence that successful job performance is not the result of a single event but rather a complex combination of occurrences. The outcomes of a specific job, which relate to a company's level of success and output, are considered to be a separate entity from a worker's performance in their position (Campbell, 1990). Employee job performance is performing or accomplishment of a given task measured against a pre standard of accuracy, competence, cost, and speed. Employee job performance is the contribution of employee's achievement of organization objective (Armstrong,2009). Employee performance reflects many important aspects that depend on company growth, expansion, and production (Javed,2015). A workforce consisting of healthy employees in good working conditions fosters steady production. According to the various pieces of research that have been conducted, there are two categories of job performance: task performance and contextual performance. Task performance is the proficiency with which an individual performs activities that contribute to the "technical core" of an organization. This refers to both the individual and the organization. It is connected to

one's capabilities, the tasks involved change according to the job, it is more prescriptive, and performing it constitutes being in-role. Activities that do not contribute to the technical core but that support the organizational, social, and psychological environment in which organizational goals are pursued are referred to as having contextual performance. It has to do with a person's personality and what drives them, the tasks involved are comparable from job to job, and it is more of a discretionary and extra-role responsibility (Devender, 2014). Performance measures grouped into six general categories as indicated below Effectiveness: - A process characteristic indicating the degree to which the process output or work product conforms to the requirement. Efficiency:- A process characteristic indicating the degree to which the process produces the required output at minimum resource cost. Quality: - The degree to which a product or service meets customer requirement expectation. Timeliness:- Measures whether a unit of work was done correctly and on time. Criteria must be established to define what constitutes timeliness for a given unit of work. The criteria is usually based on customer requirement. 5. Productivity: - The value added by the process divided by the value of the labor and capital consumed. Safety:- Measures the overall health of the organization and the working environment of its employees.

2.2. Theoretical review

To try to explain the development of work ethics and how they affect employee performance, several theories have been put forth. The research, however, adopted the Stakeholders Theory advanced by Freeman et al. (2010)

The Stakeholder's Theory provides a useful framework for comprehending the connection between work ethics and employee performance. According to Freeman et al. (2010), businesses must consider the interests of all of their constituents, not just shareholders. Employees, clients, suppliers, the community, and other parties who are impacted by or have the potential to influence employee actions are stakeholders. Laplume et al. (2008) claim that

employees are not only motivated by increasing shareholder profits. Instead, they must consider the demands and worries of all parties. Employees are important stakeholders in this scenario. An Organisation directly addresses the concerns and interests of its employees when it places a high priority on ethical behaviour at work.

According to Friedman & Miles (2002), strong employee morale frequently leads to greater productivity and improved overall performance. Employees are more likely to give their best work when they feel appreciated and that their company promotes excellent work ethics. They are less likely to commit acts of misbehaviour or fraud themselves, which can have a detrimental effect on the efficiency of employees.

In conclusion therefore, the Stakeholder theory offers a comprehensive framework for comprehending how work ethics affect employee performance, to sum up. It demonstrates how interrelated different stakeholders are as well as how crucial ethical behaviour is to promoting successful outcomes for both individuals and the organisation as a whole. This theory offers both researchers and practitioners useful insights into the study of work ethics and employee effectiveness.

2.2.1 Empirical review

2.2.2. The effect of accountability and employee performance

Accountability and responsibility are often used synonymously or to denote the same concept in the general public, which creates ambiguity. Indeed, the two words blend. For instance, a government may implement specific public service assessment tools (such as budget reports) to increase accountability or boost performance.

However, Performance concerns how effectively, fairly, and efficiently resources have been used (Brewer & Selden, 2018; Halachmi, 2012), whereas accountability concerns managing and upholding public and stakeholder expectations for performance and responsiveness (Kearns, 2017); (Romzek, 2019). These definitions make it clear that even when performance

is up to par, accountability standards might not be satisfied.

According to the Merriam Webster 6th Edition, accountability is the "subject of having to report, explain or justify to be answerable, responsible or liable to an act." Accountability may also be defined as the quality or state of being willing or required to take responsibility for one's actions or accept blame. It is a social link where an actor feels compelled to defend and justify their actions (Bovens, 2019).

Accountability is typically viewed as a punishing response when anything goes wrong or is wrong, which encourages employees to start blaming others. This is because businesses and individuals frequently only exercise accountability when something goes wrong. Unfortunately, dread and worry permeate the workplace when employers utilize responsibility as a "big stick" for reprimanding workers (Brewer & Selden, 2018). For fear of failing, employees are hesitant to experiment with novel approaches or put up novel ideas. The important adverbs to remember from the definitions above are quality, obligation, willingness, and responsibility. Accountability entails avoiding mistakes and ensuring that corporate objectives and goals are achieved effectively and efficiently.

In their daily work, the majority of workers at all levels of a company engage in these counterproductive activities. The cost of a lack of responsibility can be high for both organizations and employees. No business can afford to pay the price for a deficiency in responsibility in today's complicated business environment. One of the elements that might improve employees' performance in a commercial organization is accountability. Employees will be more responsible, answerable, or accountable in their actions when they tend to view accountability favourably, which improves employee performance (Jones, 2016).

The connection between accountability and performance has long piqued the curiosity of experts in public administration and management (Bovens et al, 2016). Since the emergence of

New Public Management (NPM), policymakers from all over the world have embraced accountability-cantered reforms that include explicit performance objectives (Gregory, 2009; Hood & Lodge, 2006; Laegreid, 2014). There has not been much research on the connection between accountability and the functioning of public institutions even though many academics and politicians believe it is crucial for improving the public sector's effectiveness and, consequently, performance (Dubnick & Yang, 2010). To meet the demands of governing bodies, people, top executives, or organizational members, agencies should set up a variety of accountability mechanisms. As a result, this viewpoint, pre- and post-factum forms of accountability were separated by Dubnick and Frederickson (2011).

While post-factum accountability occurs after the fact, pre-factum accountability acts as a preventive element to modify conduct. However, there are times when it is challenging to tell one from the other. For instance, sanctions can be used to deter misconduct in addition to punishing it. Post-factum solutions are founded on pre-factum accountability since enforcing penalties can stop poor performance. Consequently, both kinds taken together can be viewed as an institutional mechanism for motivating employees to act and perform effectively, such as through monitoring them (Dubnick & Frederickson, 2011; Hall et al., 2003; 6 Review of Public Personnel Administration 39(1) Olsen, 2015; Yang, 2012) It can have a significant impact on individuals, groups, and organizations. Such responsibility is tested in corporate accountability rather than individual accountability, which was developed to manage the various expectations and obligations imposed by both internal and external public organizations (Dubnick & Frederickson, 2011; Hong, 2016).

Accountability manifests itself in interpersonal interactions within a company as well. Romzek and Dubnick (2018) separated political accountability for those outside of public organizations from bureaucratic accountability for those within them. Accountability phenomena appear inside and outside of public institutions, such as government agencies, private businesses, and

interpersonal relationships, as long as an accountability forum and an actor who is accountable for its expectations exist (Bovens, 2018). The idea of "accountability" is therefore viewed as "Chameleon-like" and "ever-expanding." Prior studies have also found a variety of ways that accountability may enhance public employee.

Employee performance in context-specific tasks, such as those performed in a non-profit organization, could be improved by accountability (Kim & Lee, 2010). Additionally, it can increase an organization's efficacy in areas like making logical financial decisions or carrying out policies, such as performance-based budgeting, school finance policies, or contracting out.

On the other hand, "too much" accountability could have a detrimental effect on the productivity of both individuals and organizations. For instance, Romzek and Dubnick (2010) showed how conflicts stemming from various accountability requirements, such as political, administrative, and professional ones, impeded professional responsibility. S. E. Kim and Lee (2010) found that the tension on the job and decreased performance among non-profit employees were caused by the conflict between various accountability demands, such as those from clients, superiors, and others.

In a study conducted by Nguimfack and Kelly (2018) at the Centria University of Applied Sciences on the effect of accountability on employee performance, it was found that many firms today fail due to a lack of effective ways to improve accountability in their organization. Unfortunately, employees frequently regard accountability negatively, attributing it to mistrust or a lack of confidence, which has an impact on their output and performance. employees are negatively impacted by this because managers are not held responsible for the performance of some employees. This notion of attributing accountability to mistrust or a lack of confidence will be investigated in this research.

Organizations are responsible for increasing employee performance by making sure that new hires are fully aware of their responsibilities from the start of their employment. The following

must be made available to staff members for accountability to improve inside an organization. Employee's manuals. Employees should receive guidance and feedback, as well as written policies for the workforce and career development, specific job requirements, expectations for behaviour and performance, and rewards for excellent work. Minimum employee performance standards should also be established, and poor performers should be disciplined (Bob, 2012).

2.2.3. The relationship between time management and employee performance

Everyone's most valuable resource is time. It is equally crucial for one's success on a personal, professional, and organizational level. Because it expires quickly, it cannot be saved for later use (Adeojo, 2012). Since it is limited in supply, everyone should be careful with their time (Ojo & Olaniyan, 2008). Time boosts productivity, and productivity boosts earnings. As a result, one of the most crucial components of a successful business is time management. Due to the failure of numerous companies and people to fulfil their vision and existing mission, the idea has acquired popularity in the field of management. The failure of many individuals and employees that previously had a bright future is entirely attributable to this art of planning, allocating, scheduling, and budgeting one's time to produce more effective labour and production. Ojokuku & Obasan Kehinde (2011)

The competitive environment of today calls for a variety of expectations to be met in a short amount of time (Orlikowsky & Yates, 2002). Organizations must also make sure that they satisfy the demands and needs of their consumers, be flexible enough to respond to particular needs and adapt to changes in the external environment and circumstances (Valleria, 2019). The efficiency of employees in the area of time management determinestheir efficacy.

Time management is the skill of planning, organizing, budgeting, and scheduling one's time to do more productive work. Time management does not mean doing everything; rather, it involves focusing on what is vital and letting go of the rest. Although crucial, organizations do

not see it as a must for survival (Adebisi, 2013). Businesses must hire consultants to teach staff members how to use their time more effectively because time management is now regarded as a separate branch of study. Nowadays, several companies provide personnel with time management training and seminars that are quite helpful (Abd-el Aziz, 2012).

While time management books and seminars typically concentrate on business leaders and corporations, it is equally important for students, teachers, factory workers, professionals, and homemakers, and most importantly, for organizations (Buck et.al 2016). The one resource that cannot be conserved or kept for later use is time. Everyone receives the same amount of time each day. Unproductive time cannot be recovered. The majority of people believe they don't have enough time and have too much to do. They attribute their poor financial situation, unmet aspirations, stress, strained relationships, and lack of physical activity to a lack of time. You can find the time to do what you want to do or need to do with the help of wise time management (Sandberg, 2019). To achieve your goals in life, you need time. The game of life cannot be won by waiting for more free time to materialize.

You can "make" the time you need through time management rather than just waiting for it to appear. You can do more if you make intelligent use of your time. Setting priorities will be made easier with time management. There are only 24 hours in a day, so make good plans for your life (Halachmi, 2018). Making deliberate decisions is made easier with the aid of time management, enabling you to devote more of your time to pursuits that are significant to you.

You can discover how to make time for the things that matter to you. You will be astonished at the progress you make if you invest only a little time each day or once a week toward your goals. Every day, life presents everyone with a plethora of options. The question is: do you pick what you want to do intentionally or do you just go with the flow? Do you let outside distractions keep you from your goal, or do you employ willpower and discipline to move

swiftly and efficiently in the direction of your goal? Effective time management benefits greatly from some inner calm and detachment (Sandberg, 2017).

Getting up early in the morning is one of the many changes you can make to better manage your time. It's also one of the most effective. Give up late-night TV and get to bed a little sooner. Then, getting up earlier will be simpler. Even fifteen minutes would be fantastic. Before everyone else wakes up, you have some peace to spend doing things that you can't do during the day, like reading, practicing meditation, working out, or organizing your day (Morgentem, 2015).

Feel and think as if you have unlimited time to get rid of the feeling that you have a lot to do and not enough time to complete it. You'll feel more at ease as a result, and you'll be able to work without strain or tension. This is not being careless and unmotivated. At the same time, you should schedule your time well, avoid wasting it on pointless activities, do everything that you can to the best of your ability, avoid procrastination, act with discipline, and pay attention to what you are doing (Trevers, 2017).

A more ordered mentality, higher-quality work, and a better social life are all products of better time management (Hisrich & Peters, 2018). To demonstrate how efficient time management can raise staff productivity and efficiency, Adeojo (2012) performed a study under the heading "Effective time management for high employee performance in an organization." The investigation was conducted using a quantitative approach. The study population consisted of the management and employees of Lasco Assurance plc in Nigeria. 1500 civil personnel in South-West Nigeria were chosen at random and given a self-administered questionnaire to complete. The correlation analysis was used to examine the collected data. The research showed that time management is crucial for the development of excellence, timely assignment completion, and effective service delivery. According to the findings, effective time

management and employee performance are positively correlated. The results also demonstrated the importance of time management in achieving organizational goals, regardless of the location, scale, or type of firm.

To determine the effect of time management on business success, Adebisi (2019) performed a study on "Techniques for managing your time and its impact on business performance, small and medium-sized businesses were used as case studies. Both primary and secondary data were employed in the investigation (Jones, 2016). There were 43 small and medium-sized businesses chosen in North Central Nigeria. In the study, 118 self-administered questionnaires were employed and examined. Analysis of variance was utilized to evaluate the claim. Based on the data, the researcher concluded that effective time management reduces failure since employee performance is evaluated on time. The result showed that time management not only helps firms survive successfully but also helps them become more profitable.

Additionally, Abdullah et al. (2012) investigated the connection between time management and employee performance. In this study, self-administered questionnaires were used. The survey, which employed a random selection method, included 220 participants. It was discovered that employee performance is significantly inversely correlated with time wasters and significantly correlated positively with time management and attitudes. The three study-related criteria, according to the researchers, are crucial for human resource managers to consider if they want to boost staff productivity (Macheal, 2019).

Additionally, the study demonstrated that one of the significant factors influencing employee performance is good time management. It is advised that businesses foster an organizational culture that values efficiency. Okolo, (2012) looked at the relationship between time management and managerial performance in his study, "Effective time management: A cure

for improved productivity in businesses." According to the report, efficient time management is a crucial tool for meeting organizational requirements (Campbell et al., 2019).

It is a collection of ideas and methods for making the most of your time. It was determined that proactive and dynamic behaviour, prioritizing, planning, determining the most productive hours, and setting deadlines are necessary for all employment. The study concluded that time management skills are crucial to managerial proficiency.

2.2.4. The influence of professionalism and employee performance

The Merriam-Webster dictionary describes professionalism as "the actions, goals, or attributes that distinguish or mark a profession or a professional person," and it refers to "a profession requiring specific knowledge and frequently significant and thorough academic training." Following a set of guidelines, a code of conduct, or a collection of characteristics that define proper behaviour is the usual definition of professionalism. It is a person's capacity and knowledge theoretical and applied about a subject. (2019) Thomson & Mori.

Professionalism is the capacity to respond to public aims and the ability to predict all environmental changes in innovative ways that, in the end, make the job easy. It also refers to the applicability of the talents and qualities that a person possesses. Therefore, it is possible to say that a person's ability and talents in carrying out activities by their particular disciplines and levels in a timely and accurate manner constitute their level of professionalism at work. Professionalism is concerned with how well the bureaucracy's capabilities match the requirements of the assignment. This implies that an organization's direction and goals are reflected in the apparatus's skills and talents (Cameron, 2016).

Professionalism for this study, is regarded as the guiding principle that unites all other principles and governs the public service. They include fidelity, impartiality, openness,

diligence, punctuality, efficacy, and other qualities that might be particular to a nation's public services. To perform their official obligations professionally, employees who work for the government must be schooled in fundamental skills and instilled with common values (Adenubi, 2019).

High-quality work is required as well as respect to rules and guidelines related to the particular task at hand. Skills, competence, efficiency, and effectiveness are all aspects of professionalism. McManus and White (2019) conducted a study on the challenges that businesses have when integrating morals into their tactical administration operations. Analysis of worries and fiction from Europe, North America, and Asia served as the study's foundation. The results showed a glaring inconsistency between the use of strategy and corporate ethical standards. Given the decline in integrity and previous corporate scandals, it was projected that ethics would once again be at the forefront of tactical management and integrated into the planned management process. The study's main finding was that, in a modest international setting, any large-scale financial enterprise's strategic decisions have benefits and drawbacks. Senior executives must therefore divide benefits and costs among the company's stakeholders (Trevino, 2018).

Chye (2015) conducted a study on organizational ethics and worker satisfaction in Singapore, utilizing the justice theory and cognitive and dissonance theory as a basis to analyse the connection between organizational ethics and employee performance. 237 CEOs in Singapore were surveyed by questionnaire for the trial's data (Adenubi, 2019). The findings demonstrated that organizational leaders can employ ethics as a means of producing favourable outcomes. The findings indicated that moral behaviour and career success inside the organization have significant and positive relationships. The findings also demonstrate a connection between ethics and administrative promise (Jones, 2016). The results suggest that senior administrators

in any organization can have an impact on the administration's support for moral behaviour and the relationship between moral behaviour and career success. Therefore, top management can raise employee job satisfaction and administrative commitment by purposefully focusing on these factors. The study also has related objectives, however, employees at Wakiso DLG will serve as a case study to evaluate this phenomenon in public organizations (Seldon S. &., 2018).

In a study titled "Effects of Ethical Behaviors on Organization Operations" conducted in Nigeria by Kehinde (2010). The researcher compiles a list of the number of modern firms that face numerous challenges like illegal and unethical commercial activities in various ways. He explains how properly designed and applied codes of ethics may have an impact on employees' conduct. Two assertions were used by the researcher in numerical ways with the null form.

Curiously, the findings showed that moral behaviour affects group dynamics and that good moral behaviour has favourable effects on organizational outcomes. This proposal is comparable to a previous study in that it also examines the impact of employees' moral behaviours on employee performance (Terris, 2019). Yang and Grunig's study on "Decomposing organizational reputation" was conducted in Korea (2005). "The Influence of Organization-Public Relations Results on Intellectual Illustrations of Organizations and Assessments of employee Performance" was the title of the article. This study's major objective was to shape shared reputation measurement structures into behavioural organization-public affiliation consequences, people's mental representations of an organization, and assessments of administrative performance (Tilgher, 2018).

It is hypothesized that the outcomes of employee relationships (trust, satisfaction, commitment, and control mutuality) will have an immediate impact on assessments of administrative performance as well as a secondary impact via the negotiation of intellectual representations of the organization. These outcomes are proposed as interrelated antecedents in the planned

model. Investigators examined five organizations with a base in Korea (two domestic corporations in different industries, a multinational corporation, a sports association and a non-profit organization). According to the study's findings, successful relationships result in positive perceptions of an organization and assessments of its performance (Brewer & Selden, 2018).

According to Schwartz (2017), every employee in any society has personal comforts that can be altered by management to support organizational goals. Employee performance is where cooperation is upheld and organizational goals are in alignment. It is a situation where people follow professional advice without question. Rita (1995) researched the implementation of superiority administration and the expansion of member participation programs that were based on in-depth reflection and data collection. It was found that 85% of respondents said their company placed a strong priority on excellence. Therefore, the contributing population works for companies that are already familiar with quality programs. As a result, it was helpful to distinguish between quality programs that were already in place, those that were in the early stages of growth, and those that were just starting to move toward Total Quality Management (TQM). This study places a strong emphasis on reflecting local governments in Uganda, specifically Wakiso DLG, and generating conclusions (Romzek, 2019).

Three prerequisites had to be met to try to create an ethical corporate culture: senior management had to take responsibility for the moral behaviour of their organizations; training programs had to be crucial for instilling the appropriate standards; and procedures were required to make it easier for employees to report any inappropriate behaviour (Richard, 2019). The performance of employees in Wakiso DLG has not been such inspiring for the last three successive years. An assessment conducted by the office of the Prime Minister details how this Local government has failed to conform to most of its set targets. As a result, the entity has

been subjected to financial penalties for noncompliance. As mentioned earlier, the major disappointments were practical in the areas of embezzlement of funds, misappropriations, fraud, shoddy works and services and greed which impacted negatively on its overall performance. This research, therefore, intends to derive answers as to whether this unfortunate performance has any linkage with the moral behaviours of staff (Terris, 2019).

2.3. Literature Summary

Governments must provide ethics programs that encourage employees to respect and adhere to the moral standards and regulations established by the institution. Necessary components may be included in programs that are meant to prevent misbehaviour (Centre for Ethics Resources, 2008). Ethics programs begin with the creation of a code of proper conduct to inform the workforce about acceptable conduct.

A reward and chastisement system are also seen as a great factor to instill work ethics among employees (Baucus and Beck-Dudley, 2019). In some countries, governments have incorporated ethics in routine assessments. Similarly, ethical performance evaluations can be used to inspire employees to behave ethically.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter describes the ways and means that the researcher used for the study. It explained the research design, the area of the study, the survey population, samples and sampling techniques. The chapter explains the categories of data and data gathering procedure. Approaches and techniques of data collection were also highlighted in this chapter. Data analysis, validity and reliability of data and discussion on ethical issues formed the last part of this chapter.

3.2. Research Design

The blueprints for data collection, measurement, and analysis are contained in a research design. A cross-sectional survey was used and a Quantitative research approach was used in this study's data gathering, analysis, and presentation. The goal of the quantitative approach is to quantify data collecting and analysis. It is built on a deductive technique with a focus on theory testing and is underpinned by positivist and empiricist principles Creswell (2013). This type of architecture was employed since it enables the consistent and reliable processing and analysis of data from huge samples before making conclusions. Additionally, due to consistent data collection methods and concrete explanations of abstract ideas, it offers the chance to repeat the study.

3.3. Study population

The population for this study were employees of Wakiso District Local Government all totaling 1082 in number. It included Sector and Department heads, Accountants, Field officers, SAS, Town clerks, political leaders, heads of educational institutions, teachers as well as Community Development Officers.

3.4.Sample Size and Sampling Techniques

Using Krejcie and Morgan's table, 1970, a sample size of 283 from various categories of the research population was chosen using purposive sampling. In purposive sampling, researchers use their discretion to select study participants for their survey (Palinkas, 2015). For the current study, the researcher chose those staff who had worked longer in the district as they were expected to have more knowledge and experience regarding the topic under study. The researcher used purposive sampling because the technique usually provides high-quality responses with low marginal errors. After all, it is obtained directly from people who are believed to think or act the same way in particular situations.

Table 3. 1: Study Population and Sampling

Study category	Target Population	Sample	Sampling Technique
1. Head of Departments	10	10	Cluster
2. Sector heads	15	7	Purposive
3. Accountants	20	8	Purposive
4. SAS and town clerks	10	10	Stratified
5. CDOs	10	10	Stratified
6. Head teachers- Primary	54	27	Simple random
7. Deputy head teachers-primary	54	27	Simple random
8. Head teachers secondary	07	07	Purposive
9. T eachers' secondary	07	07	Purposive
10. Primary teachers	700	95	Simple random
11. Secondary teachers	160	64	Simple random
12. Parish chiefs	20	7	Cluster
13. Political leaders	15	5	Purposive
Total	**1,082**	**283**	

Source: Wakiso District Registry, 2025

3.5.Data Collection Methods

Mani (2018) defines a method as an overall definite plan for the orderly presentation of the matter. Methods for collecting data from various sources are known as data collection

techniques, and they are used to test hypotheses, gather information for studies, and assess results (Hallel & Bradley, 2019). In this investigation, the researcher collected data using quantitative methods. The researcher used a questionnaire method to collect data.

3.5.1. Data Collection Methods (Questionnaire Surveys and Interview Methods)

According to Mugenda and Mugenda (2003) the research study applied the following data collection methods. A number of tools were used for data collection and these include; self-administered questionnaires and interview guides.

3.5.2 Interview

Mugenda and Mugenda (2003) state that another method that is used by the researcher is interview, therefore the interview method involving face-to face interview which has a distinguished advantage of enabling the researcher to establish rapport with potential participants and therefore gain their cooperation. Due to the situation in the country the researcher engaged herself in online interviews using phone interview and to some available respondents.

3.5.3 Questionnaire / Survey method

A survey is a data gathering method that is utilized to collect, analyze and interpret the views of a group of people from a target population. The survey methodology is guided by principles of statistics from the moment of creating a sample, or a group of people to represent a population, up to the time of the survey results' analysis and interpretation. The following steps are included in the process of conducting a survey, as well as several questions to ask one's self during each step, that is clarifying the purpose, formulating survey goals, verifying the resources, choosing a survey method, performing the sampling, writing the questionnaire, pilot testing and revising or changing the questionnaire, administering the questionnaire, processing and storing data, analyzing and interpreting the survey results, making a conclusion and reporting the survey results.

3.6 Data Collection Tools/Instrument

According to Kavulia (2007), this provided firsthand information from the people concerned. A number of tools were used for data collection and these include self-administered questionnaires

and interview guides.

3.6.1 Self-administered questionnaire

According to Kavulia (2007), the researcher used the questionnaire technique or tool for collecting data that was constructed with open ended and close ended questions. The researcher opted to use the questionnaires because they were used to collect large amounts of information from a large number of people in a short period of time, and it is a relatively cost effective, quick and easily quantifiable by the researcher to analyze the data and to compare the findings for clarity.

3.6.2 Interview guide

According to Connaway& Powell (2010), the researcher set questions to guide the oral/mouth to mouth interactions between the researcher and the respondents. The data collected by this method was more correct compared to the other methods that were used for data collection. The interview method was good to use since the researcher went to the field herself and ask the respondents for more information that is necessary for the research thus yielding more information from the field compared to other methods.

3.7 Sources of data

Both primary and secondary sources were used as data sources for this project. Primary Data comprised of information that the researcher collected through self-administered questionnaires and does not exist anywhere. Secondary data was obtained through the use of materials such as textbooks, academic journals, reports, published literature, dissertations and other materials that are supportive of the study.

3.8. Data Collection Procedure

The researcher obtained a letter from the Dean Directorate of Research and Graduate Training introducing him to the respondents in Wakiso DLG for permission to collect data about the study. The letter was addressed to the Chief Administrative Officer of Wakiso DLG who in turn requested staff to cooperate with the researcher during the study. Individual consent was

sought by the researcher from participants. Tools for data collection were then administered.

3.9. Validity and Reliability of Research Instrument

The extent to which a research instrument measures what it purports to measure and functions as intended is referred to as its validity. DeVaus (2002). To do this, the researcher used a content validity index to assess if the questionnaire's content covered a sample that was typical of the behaviour domain that was being evaluated (Sekaran & Bougie 2010). Using the formula, a content validity index (CVI) was generated.

$$\text{CVI} = \frac{\text{Total number of items rated as valid}}{\text{number of items on the instrument}} \times 100$$

$$\text{CVI} = \frac{36}{42} \times 100 = 0.857 \times 100 = 85.7\%$$

The tool is considered to have passed the validity test if the CVI is greater than 0.7 (Moze, 2011). Since the coefficient of 0.857, which is above 0.7, the research instruments used can be considered valid. This process involved pre-testing the instrument on a few respondents to identify biased items to modify them. Efforts were also made to ensure that the right constructs were captured for the study.

Reliability, on the other hand, looks at issues that involve research standing the test of time, and the consistency of results even when other people do the very research after a long time (Mohamad & Sulaiman (2019, Lai et al., 2018). To address the reliability issue, the researcher administered the questionnaire to a sample of respondents who did not take part in the final study. The evaluation of the responses from both questionnaires was assessed for consistency and reliability. The results obtained were consistent, and therefore, the researcher went ahead and used the instruments for the study.

Table 3.2 shows results for the reliability obtained from the study

Table 3.2: Results for reliability of the study

Variable	Scale of measurement	No. of items	Cronbach Alpha
Work Ethics	5-point Linkert	7	0.850
Accountability	5-point Linkert	10	0.924
Time Management	5-point Linkert	8	0.763
Professionalism	5-point Linkert	6	0.792
Organizational performance	5-point Linkert	6	0.860

Source: Primary data from employees at Wakiso DLG

The interpretation of the results in Table 3.2 is: any score less than 0.60 indicates unacceptably low reliability, 0.60-0.69 indicates marginally reliable results, 0.70-0.79 indicates reliable results, 0.80-0.90 indicates highly reliable results, and > 0.90 indicates very highly reliable results. Since the alpha coefficients of all the valuables were above 0.70, the results are reliable.

3.10.Data Analysis

The process of analyzing, purifying, converting, and modeling data to derive conclusions and find usable information is known as data analysis (Coakes and Steed, 2019). The data analysis was carried out using Social Packages for Social Science (SPSS) version 23.0. Correlation and regression analysis were used to establish the statistical relationship between variables and to quantify the association between a dependent variable and one or more independent variables. The respondents' demographic data, including frequency counts, percentages, averages, and standard deviations, which indicate their opinions on how work ethics affect employee performance in Wakiso DLG was analyzed using descriptive statistics. The Person Product-Moment Correlation Coefficient was used to collect data and establish the relationship between the study variables.

3.11. Ethical Issues

Fundamental ethical principles must be adhered to in any scientific research (Artal & Rubenfeld, 2017). Thus, many ethical issues were taken seriously. First, permission to get data was sought from the Wakiso DLG administration. Secondly, participation was voluntary and free from any coercion, and only those who consented were supplied with a questionnaire in private. The researcher made sure that the subjects' privacy rights and other rights were upheld. The respondents' anonymity and the confidentiality of the information they provided were respected. This was accomplished by making sure that the devices used to gather the data didn't have any spaces for a name or phone number. The researcher also saw to it that everyone's dignity was upheld. The researcher followed the procedure, which puts the onus on him to make sure that ethical lines are never crossed while the research is being conducted.

3.12. Limitations and mitigation of the study

The researcher feels the study would have been better if he had adopted a mixed research approach and incorporated the qualitative aspect. The researcher’s consistent and reliable processing and analysis of data from huge samples before making conclusions minimized the effects of using a single research approach.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF FINDINGS

4.0. Introduction

The findings are presented in summary tables indicating the demographic characteristics of respondents, the state of employee performance, the effect of accountability on employee performance, the effect of professionalism on employee performance, and the effects of time management on employee performance at Wakiso District Local Government.

4.1. Response Rate

In this study, 283 questionnaires were supplied to the respondents that constituted the sample. However, out of the 283, only 233 questionnaires were returned complete and fit for analysis. This therefore represented a response rate of 82.3% which was considered large enough for concluding this study as supported by Fincham (2008).

4.2. Results about demographic characteristics of respondents

The demographic characteristics include; gender, age, working experience, and level of education. Table 4.1 shows the result obtained in line with these details.

The findings in table 4.1 reveal that 57.9% of the 233 respondents were female, while 42.1% of the employees were female. These results imply that Wakiso District local government employs more females than males. However, the percentage difference is marginal, so the results do not qualify to be categorized as gender-biased. In addition, the study was set up to examine the scores of respondents about their age group. From the findings, it is clear that 6.9%, 57.1%, 28.3%, and 7.7% were in the age groups of 18–25 years, 26–33 years, 34–41 years, and 42–49 years, in that order. The fact that the majority of the employees were in the age category of 26–33 years shows that many employees working with Wakiso District Local

Government is young and vibrant. It also reflects that many employees are newly recruited since the Wakiso District is not even ten years old.

Table 4. 1: Demographic Characteristics of Respondents

Category	Scale	Freq	Percent
Gender	Male	98	42.1%
	Female	135	57.9%
Total		**233**	**100%**
	18-25 years	16	6.9%
	26-33 years	133	57.1%
Age	34-41 years	66	28.3%
	42-49 years	18	7.7%
	50-60 years	00	00%
Total		**233**	**100%**
	0 to 5 years	92	39.5%
Work Experience	6 to 10 years	90	38.6%
	11 to 15 years	12	5.2%
	16 years and above	39	16.7%
Total		**233**	**100%**
	Diploma	98	42.1
Level of Education	Degree	114	48.9
	Masters	19	8.2
	Above Masters	2	0.9
Total		**233**	**100%**

Source: Primary data from employees at Wakiso DLG

Regarding work experience, findings revealed that 39.5%, 38.6%, 5.2%, and 16.7% of the employees had a working experience of 0 to 5 years, 6 to 10 years, 11 to 15 years, and 16 years and above, in that order. Generally, these results are supportive of the foregoing analysis about age groups, showing that Wakiso, being a newly created district, had many employees with working experience of 0–5 years. About employee performance, the findings are balanced

among employees who had been newly recruited, those who had a medium period of service, and others with many years of service. It comes to an understanding that employees with working experience of 1 year and above help newly recruited employees develop better skills for handling tasks in all situations.

Concerning the level of education, findings revealed that 42.1%, 48.9%, 8.2%, and 0.9% of the employees at Wakiso District Local Government were evaluated with diplomas, degrees, master's degrees, and academic qualifications above master's degrees, respectively. The majority of the employees belonged to the category of those with a degree as their highest level of education. About the study, the more educated someone is, the more they possess skills for delivering services as effectively as possible; thus, with many employees possessing degrees, we can state that performance is relatively good. More evidence for this is indicated in the following analysis of employee performance at Wakiso District Local Government.

4.3. Descriptive Results on Study Variables

This section presents respondents' perceptions of the key variables of this study. The respondents provided their level of agreement or disagreement with the items of measurement for each variable as presented in the Tables below.

4.3.1. Descriptive Results for employee Performance

As far as this study is concerned, employee performance was considered to indicate the different practices that shed light on how employees perform their professional duties at the Wakiso District Local Government. Through the percentage scores and mean/standard deviation, employee performance as the dependent variable reflects the state of the problem under study. Employee performance was measured by six items, with results as indicated in Table 4.2. The scale for interpreting mean scores is as follows: 1.00-1.80 is considered *strongly*

disagree, 1.81-2.60 is considered *Disagree,* 2.61-3.40 denotes *Neutral* or *uncertain*, 3.41- 4.20 stands for *Agree*, and 4.21-5.00 for *Strongly Agree*

Table 4.2: State of Performance at Wakiso District Local Government

Employee Performance	**N**	**Mean**	**SD**
Salary processing and payments are always on time in the district	233	3.68	1.37
Proper resource allocation is not always done in Wakiso DLG	233	3.41	1.48
Adherence to Work ethics has strengthened internal controls and reduced unscrupulous behaviour among Wakiso DLG employees	233	3.25	1.53
Wakiso DLG is doing very well in the area of tax/ revenue collection	233	3.39	1.50
The performance of Wakiso DLG can only be realized when all stakeholders uphold the elements of work ethics	233	2.57	1.54
Quality service delivery in Wakiso is still a farfetched reality	233	3.08	1.57

Source: Primary data from employees at Wakiso DLG

According to the findings, the mean of 3.68, and SD = 1.37 were used to rate findings for the notion that salary processing and payments are always on time in the district. The results are graded as agreed. The results suggest that employees at the Wakiso District Local Government receive their salaries on time. However, there is still a section of employees that disagree with the notion. This reflects gaps in the salary process among employees in Wakiso District local government and is a possible reason why some employees do not render services as expected.

The study also examined respondents' views concerning the notion that proper resource allocation is not always done in Wakiso DLG. Results were evaluated with mean = 3.41 and standard deviation of 1.48, and graded as agree. These results indicate that, to a large extent, there is proper resource allocation in Wakiso District local government. However, there are instances of no proper resource allocation in the same area, which explains the availability of

reason for this study.

Further, the respondents' views concerning the idea that adherence to work ethics has strengthened internal controls and reduced unscrupulous behaviour among Wakiso DLG employees were evaluated (mean = 3.25, SD = 1.53) and graded as neutral responses. The results suggest that unethical behaviours are avoided among employees to a limited extent. They also show the variations that exist in that, in some sections of the Wakiso District local government, adherence to work ethics has strengthened internal controls and reduced unscrupulous behaviours, while in others it has not. The widespread lack of ethical conduct poses adverse effects on the performance of employees at Wakiso District Local Government.

In addition, responses in line with the notion that Wakiso DLG is doing very well in the area of tax and revenue collection received a rating of Mean = 3.39 and SD = 1.50. The results are graded as Neutral. By implication, the issue of tax revenue still has gaps and requires attention. Without attending to this, the Wakiso District local government would reach a point when it does not have enough money to run district projects. In the same way, the decline in organizational performance at Wakiso District Local Government was also reflected in the findings regarding the idea that performance at Wakiso DLG can only be realized when all stakeholder groups uphold the elements of work ethics, which indicated Mean = 2.57 and SD = 1.54. These results are graded as disagree. In other words, performance at Wakiso DLG cannot be realized when all stakeholder groups uphold the elements of work ethics.

Findings regarding the idea that quality service delivery is still a farfetched reality at Wakiso District local government received a Mean rating of 3.08 and SD = 1.57. the results are rated as neutral. This means that variations do exist when it comes to the way services are delivered with quality. By implication, though many things are not in line with employees' expectations, there is some hope that one time there will be a call to order for the delivery of services, which in turn will lead to a sustainable improvement in the organization's performance.

4.3.2. Descriptive Results of Accountability

This was analysed procedurally with the first section indicating descriptive statistics for individual items of accountability and the last subsection containing the presentation of regression coefficients that explain the statistical effect of accountability and employee performance. The scale for interpreting mean scores is as follows: 1.00-1.80 is considered *strongly disagree*, 1.81-2.60 is considered *Disagree,* 2.61-3.40 denotes *Neutral* or *uncertain*, 3.41- 4.20 stands for *Agree*, and 4.21-5.00 for *Strongly Agree.*

Table 4.3: Respondents' views on measures of accountability at Wakiso DLG

Statements on Accountability	**N**	**Mean**	**SD**
I sometimes find it hard to answer for the resources allocated to me	233	3.31	1.53
I am at the right standing in the area of Accountability for all public resources	233	2.83	1.48
I properly document all records about the resources in me for Departments	233	2.72	1.48
Paper Accountability as opposed to result-based accountability is what I always do.	233	3.72	1.16
Too much accountability affects my performance through the resultant effects of tension	233	3.92	1.23
Am always praised for making access to information possible at all times.	233	3.84	1.21

Source: Primary data from employees at Wakiso DLG

The study was set up to establish the extent to which respondents at Wakiso District Local Government agreed in regards to the notion that they sometimes find it hard to answer for the resources allocated. Respondents' views reflected a rating of Mean = 3.31 and SD = 1.53, and the results are graded as Neutral. This is reflective of the interpretation that accountability in terms of resource utilization reflects good results in the Wakiso District Local Government.

On the other hand, respondents' views concerning the idea that employees at the Wakiso District Local Government are in the right position in the area of accountability for all the public resources were evaluated with Mean = 2.83 and SD = 1.48, and graded as Neutral results. The nature of these results shows that, concerning the overall accountability per person, employees are trying their best but many are still unable to register positive, sustainable results, thus the nearly equal number of disagreements and agreements. Regarding the notion of paper accountability as opposed to result-based accountability, results in Table 4.3 reflected a rating of Mean = 2.72 and SD = 1.48, and the results are graded neutral results. It is thus clear that there is evidence of documents showing accountability to ease follow-up and evidenced-based reports in case the need arises.

The findings in Table 4.3 also indicate that a Mean = 3.92 and SD = 1.23, and graded as agree results, represented views regarding the idea that too much accountability affects performance through the resultant effects of tension at the Wakiso DLG. The results generally support the interpretation that as much as there is a need for accountability, it is equally important to think about the tension that arises from too much accountability. In other words, due to the demands for thorough accountability, employees may end up rendering inefficient services.

Findings regarding the idea that individual employees are praised for making access to information possible at all times reflect a rating of Mean = 3.84 and SD = 1.22, graded as agree. The nature of the results whereby the majority agreed reveals that employees at the Wakiso District Local Government are appreciated for the services they render in their respective positions.

4.3.3. Descriptive Results of Professionalism

The study's second objective was to find out how employees of the Wakiso District Local Government demonstrate the professional mandates that explain effectiveness in providing

services and achieving positive results in terms of the organization's performance. The results were given step-by-step, starting with the scores for the individual professionalism assessment questions and moving on to the professionalism and employee performance regression analysis.

Table 4.4 shows findings with the scale for interpreting mean scores as follows: 1.00-1.80 is considered *strongly disagree*, 1.81-2.60 is considered *Disagree,* 2.61-3.40 denotes *Neutral* or *uncertain*, 3.41- 4.20 stands for *Agree*, and 4.21-5.00 for *Strongly Agree*

Table 4.4: Descriptive Statistics for Professionalism at Wakiso DLG

Statements on professionalism	**N**	**Mean**	**SD**
My attitude and the ways I communicate with others at the workplace is always the best.	233	2.95	1.61
I am competent and knowledgeable about my work.	233	2.84	1.58
I respect all people including my superiors and subordinates	233	2.87	1.64
I am conscientious and always hold myself accountable for my thoughts, words and actions.	233	2.92	1.56
Sometimes I leave room when it comes to compromising values	233	3.06	1.56
Am not a good role model in the area of professionalism to my subordinates	233	3.45	1.54

Source: Primary data from employees at Wakiso DLG

Tale 4.4 shows variations in the way respondents attended to the different aspects of professionalism. The views concerning the idea that attitude and ways employees communicate with others at the workplace are always the best received a rating of Mean = 2.95 and Sd = 1.61. These results are graded as Neutral results. The overall observation is that to a great extent, there is unity among employees, and this is professional. However, there still exists a section of employees who reported poor communication with colleagues at Wakiso District Local Government, and these are some of the gaps in professionalism at the Wakiso DLG.

In addition, being competent and knowledgeable about work as a form of professionalism was rated with Mean = 2.84 and SD = 1.58. the overall grading for these results is Neutral. In other words, Wakiso DLG employed competent and knowledgeable individuals who were expected to behave professionally and deliver good services. It is also important to notice that neutral results show variations in that as much as the interpretation of a positive picture might be true, there are still weak areas that require attention.

In terms of respecting superior and inferior employees at Wakiso DLG, a rating of Mean = 2.87 and SD = 1.64 was generated. The results are graded as Neutral. By implication, to a large extent, though communication was observed to be fair, respect for each other was found missing among many employees at Wakiso DLG. This contradicts the key aspects of professionalism which call for teamwork, in that if there is no respect among employees, then teamwork is not easily visible.

Further, the results concerning the idea that employees at Wakiso DLG are conscientious and always hold themselves accountable for thoughts, words, and actions were rated with Mean = 2.92 and SD = 1.56. these results are graded as Neutral. By implication, self-assessment of professional behaviours is not widely evident among employees at Wakiso DLG, and this is not the right definition of professionalism.

Similarly, the idea that employees sometimes leave the room when it comes to compromising values received a rating of Mean = 3.06 and SD = 1.56. The results are graded as Neutral this means that compromise on values is not a general characteristic of employees at Wakiso District local government; rather, it is just spotted in some areas of work among employees.

Finally, findings in Table 4.4 concerning the notion that employees live as good role models in the area of professionalism to subordinates were evaluated with Mean = 3.45 and SD = 1.54.

These are results with a grading of agree. By implication, employees at the Wakiso District Local government do not learn from each other when it comes to rendering services.

4.3.4. Descriptive Results of Time Management

The third objective was intended to assess the effect of Time management on employee performance. Table 4.5 indicates findings for the descriptive statistics of respondents. The interpretation scale for the mean is 1.00-1.80 is considered *strongly disagree*, 1.81-2.60 is considered *Disagree,* 2.61-3.40 denotes *Neutral* or *uncertain*, 3.41- 4.20 stands for *Agree*, and 4.21-5.00 for *Strongly Agree*

Table 4.5: Descriptive results for time management and employee performance

N	**Statements on time management**	**N**	**Mean**	**SD**
	I endeavour to accomplish given tasks in time	233	3.55	1.29
	My arrival and departure from duty is always time-bound	233	3.60	1.37
	Disciplinary actions taken against staff for defying the principle of time management are not necessary in organizations	233	3.61	1.31
	Time management is one of the things that motivates me	233	3.23	1.43
	Prompt payment of salary informs my timely delivery of services	233	3.14	1.54
	Performance is a function of time set and effective time management	233	3.00	1.63

Source: Primary data from employees at Wakiso DLG

The statement that employees endeavour to accomplish tasks in time as a way of managing time well, was examined. With the Mean score = 3.55 and SD = 1.29, the results were categorized as Agree. By implication, time management by employees at Wakiso District Local Government is good as far as the timely accomplishment of tasks is concerned. In addition, the study examined the statement that the arrival and departure of employees from duty are always time-bound. The findings were rated with Mean = 3.60 and SD = 1.37, and

graded as Agree. By implication, here, time management among employees at Wakiso District local government is ensured through managing employees' timely arrival on duty.

The statement that disciplinary actions taken against staff defying the principle of time management is not necessary was examined, and with Mean = 3.61 and SD = 1.31, the results were graded as Agree. This means that since employees are focused and do most of the work or responsibilities on time, they do not experience penalties for no or poor time management.

The statement that time management is one of the things that motivate the employees at Wakiso District local government was examined. With the Mean = 3.23 and SD = 1.43, the results were evaluated as Neutral. This means that statistical evidence is not available to show that time management is an influential aspect of employees at Wakiso District local government.

The study further examined the statement that prompt payment of salary informs the timely delivery of services. The results were rated with Mean = 3.14 and SD = 1.54. The results were also graded as Neutral responses. This implies that no clear evidence is available to reflect that payment of salary in any way explains time management in service delivery at Wakiso District Local government. Finally, the idea that performance is a function of time set and effective time management was also examined. The results were rated with Mean = 3.00 and SD = 1.63. These results are graded as Neutral. This means that performance may not be influenced solely by effective time management.

4.4. Relationship between Study Variables

This study conducted a correlation analysis to establish the relationship between the study variables. This supported establishing whether any effects of multicollinearity may affect regression results. The results are presented in Table 4.6 below.

Table 4. 6: Correlation Results

Variable		1	2	3	4
Accountability (1)	Pearson Correlation	1			
	Sig. (2-tailed)				
Professionalism (2)	Pearson Correlation	.486**	1		
	Sig. (2-tailed)	.000			
Time management (3)	Pearson Correlation	.416**	.518**	1	
	Sig. (2-tailed)	.000	.000		
Organization performance (4)	Pearson Correlation	.479**	.363**	.493**	1
	Sig. (2-tailed)	.000	.000	.000	

Source: Primary data from employees at Wakiso DLG 2025

The correlation results show that accountability is significantly and positively related to organization performance (r =.479, P <0.05). Similarly, it has been revealed that professionalism also has a significant positive relationship with employee performance (r = .363, P <0.05). The results also show that time management has a significant positive relationship with employee performance (r = .493, P <0.05). These results imply that an increase in accountability, professionalism and time management is associated with an increase in employee performance.

4.5. The Effect of Work Ethics on employee Performance

In this section, regression results showing the effect of work ethics requirements that were tested in this study are presented.

4.5.1. Regression Results of Accountability and Organization's Performance

The effect of accountability on employee performance at Wakiso District Local Government was established using a regression analysis performed automatically using the statistical package for social science. Significant results for the effect were evaluated at a p-value of 0.05,

which is the default in the SPSS software. Tables 4.7, 4.8, and 4.9 show the results obtained for this.

Table 4. 7: Model Summary for Accountability and Performance at Wakiso DLG

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479[a]	.229	.226	.94344
a. Predictors: (Constant), Accountability				
b. Dependent Variable: OP				

Source: Primary data from employees at Wakiso DLG

Results in Table 4.7 show that employee performance at Wakiso District Local Government is statistically and significantly predicted by accountability. The Adjusted R squared value of 0.226 indicates that accountability explains 22.6% of the variability in employee performance at Wakiso District Local Government. This implies that should the organization consider enhancing accountability, there is a likelihood that employee performance will improve.

Table 4. 8: ANOVA for Accountability and Performance of Wakiso DLG

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.140	1	61.140	68.690	.000[b]
	Residual	205.610	231	.890		
	Total	266.750	232			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Accountability						

Source: Primary data from employees at Wakiso DLG

An ANOVA, as indicated in Table 4.8 shows that the model is a good fit for the data and therefore indicates that accountability statistically predicts employee performance at Wakiso District Local Government ($F = 68.690$, $p = .000$). Therefore, the results support the Hypothesis 1, which says that accountability has a statistically significant effect on employee performance at Wakiso District Local Government.

Table 4.9: Coefficients of Effect for Accountability and employee Performance at Wakiso DLG

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.979	.279		3.517	.001
	Accountability	.664	.080	.523	8.288	.000
a. Dependent Variable: employee performance						

Source: Primary data from employees at Wakiso DLG

The coefficient results present a beta of 0.664 which shows that a unit increase in accountability is associated with 0.664 increase in employee performance at the Wakiso District Local Government. This therefore means that accountability significantly accounts for the increase in employee performance at Wakiso District local government.

4.5.2. Regression Results of professionalism and employee performance

The effect of professionalism on employee performance at Wakiso District Local Government was established using a regression analysis with significant results determined at a P-value of 0.05. Tables 4.10, 4.11 and 4.12 show the results obtained respectively.

Table 4.10: Model Summary for Professionalism and employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.363[a]	.132	.128	1.00117
a. Predictors: (Constant), Professionalism				

Source: Primary data from employees at Wakiso DLG

Based on the model summary results in Table 4.10, the Adjusted R square of 0.128 and P <0.05 show that 12.8% of changes in employee performance at Wakiso District Local Government are explained by professionalism. This implies that 87.2% is explained by other factors other than professionalism.

Table 4.11: Analysis of Variance for Professionalism and employee Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.211	1	35.211	35.129	.000[b]
	Residual	231.539	231	1.002		
	Total	266.750	232			
a. Dependent Variable: employee performance						
b. Predictors: (Constant), Professionalism						

Source: Primary data from employees at Wakiso DLG

In Table 4.11 ANOVA, the F-ratio represents how well the regression model fits the data as determined by the sig. value. From the findings in Table 4.9, the p-value for F (35.129) is 0.000. This means the model is a good fit for the data therefore professionalism statistically significantly predicts outcomes in employee performance at Wakiso District Local Government. In this case, the study supports the hypothesis that professionalism statistically significantly influences employee performance at Wakiso District Local Government.

Table 4.12: Coefficients of Determination for Professionalism and employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.355	.162		14.579	.000
	Professionalism	.290	.049	.283	5.927	.000
a. Dependent Variable: employee performance						

Source: Primary data from employees at Wakiso DLG 2025

The results in Table 4.12 indicate a beta of .290 and $p < 0.05$ which shows that a unit increase in professionalism is associated with a 0.290 increase in employee performance. This means that when Wakiso District Local government increases professionalism, there will be an increase in employee performance.

4.5.3. Regression Results of Time Management and employee Performance

The statistical effect of time management and employee performance at Wakiso District Local Government was established using a regression model. The model was performed on average mean for time management and employee performance. Results are as indicated in Tables 13, 14 and 15.

Table 4.13: Model summary for time management and employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.493[a]	.243	.240	.93466
a. Predictors: (Constant), Time management				

Source: Primary data from employees at Wakiso DLG

The Adjusted R square of 0.240 presented in the model summary above shows that time management explains 24.0% variations in employee performance at Wakiso District Local Government is statistically significantly predicted by time management by employees. This implies that 76% is explained by other factors.

Table 4.14: ANOVA for Time Management and employee Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.951	1	64.951	74.350	.000[b]
	Residual	201.799	231	.874		
	Total	266.750	232			
a. Dependent Variable: employee performance						
b. Predictors: (Constant), Time management						

Source: Primary data from employees at Wakiso DLG

In Table 4.14, the ANOVA shows the F Value of F (74.350) and P <0.05 which shows that the regression model fits the data. This means that time management statistically significantly predicts outcomes in employee performance at Wakiso District Local Government. Hence,

the study supports the hypothesis that time management statistically significantly influences employee performance at Wakiso District Local Government.

Table 4. 15: Coefficient of Determination for TM and employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.495	.210		7.106	.000
	Time management	.517	.060	.473	8.623	.000
a. Dependent Variable: employee performance						

Source: Primary data from employees at Wakiso DLG

The coefficient results in Table 4.15 indicate a beta of 0.517 and P <0.05 which shows that a unit increase in time management is associated with a 0.517 increase in employee performance. This implies that when an institution increases time management, there will be an increase in employee performance.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0. Introduction

This chapter comprises of the discussion of findings according to the study objectives, conclusions and recommendations.

5.1.Discussion of Findings

5.1.1. Effects of accountability on employee performance

The effect of accountability on employee performance was established procedurally starting with the descriptive statistics for time management and then regression analysis to establish the coefficient of determination which revealed that accountability significantly and positively affects employee performance.

According to findings, accountability in terms of resource utilization reflects good results in the Wakiso District Local Government. The results indicated that employees at the Wakiso District local government highly valued resource utilization for purposes of good performance records. These results are in tandem with Brewer and Selden (2000) who established that accountability and responsibility are often used synonymously or to denote the same concept in the general public, which creates ambiguity. Indeed, the two words blend. By implication, whenever resources are released to the employees, it is their responsibility to make sure the communities benefit a lot from available resources.

On the other hand, respondents' views concerning the idea that employees at the Wakiso District Local Government are in the right position in the area of accountability for all the public resources were evaluated and results showed that, concerning the overall accountability per person, employees are trying their best but many are still unable to register positive, sustainable results, thus the nearly equal number of disagreements and agreements. The

findings are in line with Kearns (1996) and Romzek (1987) revealing that the main purpose of accountability is to manage and uphold public and stakeholder expectations for employee performance and responsiveness. Therefore, by the results, it is clear that this is not a characteristic of the employees available when considering some aspects of accountability.

Regarding the notion that Sometimes paper accountability is as opposed to result-based accountability, results showed that there is evidence of documents showing accountability to ease follow-up and evidenced-based reports in case the need arises. In other words, there is a well-laid-down structure of accountability. This is related to Merriam-Webster Dictionary 6th Edition's establishment that accountability cannot be fully explored without reports in paper form, where explanations and justifications are readily available and visible.

The findings also indicate that agreed results represented views regarding the idea that too much accountability affects employee performance through the resultant effects of tension at the Wakiso DLG. The results generally support the interpretation that as much as there is a need for accountability, it is equally important to think about the tension that arises from too much accountability. In other words, due to the demands for thorough accountability, employees may end up rendering inefficient services. These results contradict the findings by Bovens, et al., (2014) which express that the connection between accountability and employee performance has long piqued the curiosity of experts in public administration and management. Since the emergence of New Public Management (NPM), policymakers from all over the world have embraced accountability-cantered reforms that include explicit employee performance objectives.

Findings regarding the idea that individual employees are praised for making access to information possible at all times reflect a rating graded as agree. The nature of the results whereby the majority agreed reveals that employees at the Wakiso District Local Government are appreciated for the services they render in their respective positions. In the literature related

to these results, Dubnick and Frederickson (2011) indicate that to meet the demands of governing bodies, people, top executives, or organizational members, agencies should set up a variety of accountability mechanisms. As a result, this viewpoint, pre- and post-factum forms of accountability were separated.

5.1.2. Effects of Professionalism on employee performance

From the findings, it has been revealed that professionalism significantly affects and explains the variations in employee performance. Regarding, respondents' perceptions on the level of professionalism, the idea that attitude and ways employees communicate with others at the workplace is not the best received a rating graded as Neutral results. The overall observation is that to a great extent, there is unity among employees, and this is professional. However, there still exists a section of employees who reported poor communication with colleagues at Wakiso District Local Government, and these are some of the gaps in professionalism at the Wakiso DLG. Relatedly, McManus and White (2011) conducted a study on the challenges that businesses have when integrating morals into their tactical administration operations. Analysis of worries and fiction from Europe, North America, and Asia served as the study's foundation. The results showed a glaring inconsistency between the use of strategy and corporate ethical standards.

In addition, being competent and knowledgeable about work as a form of professionalism was examined and the overall grading for these results is Neutral. In other words, Wakiso DLG employed competent and knowledgeable individuals who were expected to behave professionally and deliver good services. It is also important to notice that neutral results show variations in that as much as the interpretation of a positive picture might be true, there are still weak areas that require attention. In a study titled "Effects of Ethical Behaviors on employee Operations" conducted in Nigeria by Kehinde (2010). The researcher compiles a list of the number of modern firms that face numerous challenges like illegal and unethical commercial activities in various ways. He explains how properly designed and applied codes of ethics may

have an impact on employees' conduct. Two assertions were used by the researcher in numerical ways with the null form.

In terms of respecting superior and inferior employees at Wakiso DLG, the results were graded as Neutral. By implication, to a large extent, though communication was observed to be fair, respect for each other was found missing among many employees at Wakiso DLG. This contradicts the key aspects of professionalism which call for teamwork, in that if there is no respect among employees, then teamwork is not easily visible. This means the tasks are completed by experts and as stated by Kehinde (2010), they control expectations up front and make every effort to make things right if conditions change that make it impossible for them to maintain their promises. Instead of creating excuses, experts concentrate on finding solutions.

Further, the results concerning the idea that employees at Wakiso DLG are conscientious and always hold themselves accountable for thoughts, words, and actions were rated indicating self-assessment of professional behaviours is not widely evident among employees at Wakiso DLG, and this is not the right definition of professionalism. These findings, Yang and Grunig's study on "Decomposing organizational reputation" was conducted in Korea (2005) It is hypothesized that the outcomes of organizational-public relationships (trust, satisfaction, commitment, and control mutuality) will have an immediate impact on assessments of administrative performance as well as a secondary impact via the negotiation of intellectual representations of the organization.

Findings concerning the notion that employees live as good role models in the area of professionalism to subordinates were evaluated with a grading of agree. By implication, employees at the Wakiso District Local government do not learn from each other when it comes to rendering services. Findings According to Schwartz (2007), every employee in any society has personal comforts that can be altered by management to support organizational goals. An effective organization is one where cooperation is attained and where individual and

organizational goals are in alignment. It is a situation where people follow professional advice without question.

5.1.3. Effects of Time Management on employee performance

The findings revealed that time management has a significant effect on employee performance as it explains the variability levels of employee performance. In regards to respondents' perceptions for instance the statement that employees endeavour to accomplish tasks in time as a way of managing time well was examined. Results show that time management by employees at Wakiso District Local Government is good as far as the timely accomplishment of tasks is concerned. In addition, the study examined the statement that the arrival and departure of employees from duty is always time-bound. The results are in line with Ojokuku and Kehinde (2011) revealing that the failure of many individuals and organizations that previously had a bright future is entirely attributable to the art of planning, allocating, scheduling, and budgeting one's time to produce more effective labour and production.

Further, the findings indicated that time management among employees at Wakiso District local government is ensured through managing the timely arrival on duty. These results are mirrored by Abd-el Aziz (2012) who established that businesses must hire consultants to teach staff members how to use their time more effectively because time management is now regarded as a separate branch of study. Nowadays, several companies provide personnel with time management training and seminars that are quite helpful.

The statement that disciplinary actions taken against staff defying the principle of time management is not necessary was examined, and results showed that since employees are focused and do most of the work or responsibilities on time, they do not experience penalties for no or poor time management. In the works of Orlikowsky & Yates (2002), the competitive environment of today calls for a variety of expectations to be met in a short amount of time. Organizations must also make sure that they satisfy the demands and needs of their consumers,

be flexible enough to respond to particular needs and adapt to changes in the external environment and circumstances.

The statement that time management is one of the things that motivate the employees at Wakiso District local government was examined. Results indicated that statistical evidence is not available to show that time management is an influential aspect of employees at Wakiso District local government. In a related study, Sandberg (2004) reveals that the one resource that cannot be conserved or kept for later use is time. Everyone receives the same amount of time each day. Unproductive time cannot be recovered. The majority of people believe they don't have enough time and have too much to do. They attribute their poor financial situation, unmet aspirations, stress, strained relationships, and lack of physical activity to a lack of time.

The idea that performance is a function of time set and effective time management was also examined. Findings showed that performance may not be influenced solely by effective timen management. Adeojo (2012) performed a study under the heading "Effective time management for high performance of employees." The investigation was conducted using a quantitative approach. The research showed that time management is crucial for the development of excellence, timely assignment completion, and effective service delivery. Effective time management and employee performance are positively correlated.

5.2.Conclusions

According to findings, it was found out that accountability accounts for an increase in employee performance at the Wakiso District Local Government. Therefore, the study concludes that the effectiveness of various aspects of accountability led to an improvement in employee performance at Wakiso District Local Government. In addition, the study established that an improvement in accountability in turn leads to an improvement in employee performance at Wakiso District Local Government. This means that accountability positively statistically predicts positive improvements in employee performance at Wakiso District local

government.

The study also concludes that time management explains positive changes in employee performance at Wakiso District Local government. Improvement in employee performance results from time management. At the same time, a positive unit change in time management is in turn responsible for improvements in employee performance.

Lastly, this study concludes that professionalism explains positive changes in an employee performance at Wakiso District Local government. Any professionalism leads to an improvement in employee performance. At the same time, a positive unit change in professionalism is in turn responsible for improvements in employee performance.

5.3.Recommendations

The study recommends that Wakiso DLG integrate work ethics in all HRM systems and enforce them in all departments.

The study recommends MDA to ensure that work ethics most importantly professionalism, accountability and time management are made a prerequisite during recruitment and selection in addition to other qualifications.

The management of Wakiso DLG should make sure that resources are allocated to areas of the organization where they can be used effectively by employees to improve performance.

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APPENDIX 1: QUESTIONNAIRE

Dear respondent,

I am **NALUMANSI JOYCE** a student of Nkumba University conducting a research study as a partial fulfilment of the requirement for the award of a **Master's degree in Public Administration and Management.** I wish to request you spare a few minutes of your valuable time and answer this questionnaire on "Work ethics and employee performance. A case of Wakiso District Local Government". You will only be required to select any answer that you feel is right by a simple tick. Kindly be informed that the information requested here is purely for academic purposes and will be treated with utmost confidentiality. You don't need to write your name or contact on the questionnaire. I will be grateful for your participation in this study

SECTION A: BACKGROUND CHARACTERISTICS OF RESPONDENTS

1. Gender: Male ☐ Female ☐
2. Age: 18-25 ☐ 26-33 ☐ 34-41 ☐ 42-49 ☐ 50-59 ☐
3. Your education levels

a) Postgraduate ☐ b) Graduate ☐ c) Diploma ☐ d) Certificate ☐

4. For how long have you worked with Wakiso DLG

a) Less than a year ☐ b) 1-5 years ☐ c) 6-10 years ☐ d) 11 years and above ☐

5. What is your department of operation…..... ?
6. In which organization level do you fall

a). Top management ☐ b) Middle manager ☐ c) Lower cadres ☐

SECTION B: WORK ETHICS AT WAKISO DLG

7. How do you understand the concept of work ethics?

a) Very well ☐ b) well ☐ c) fairly ☐ d) poorly ☐ e) very poorly ☐

8. Indicate true or false on each of the following statements

No.	Statement on work ethics	SD	D	N	A	SA
1	The codes of conduct of Wakiso DLG employees are satisfactory					
2	Employee performance to a great extent depends on adherence to Work ethics and not job qualification					
3	Public entities like Wakiso DLG can gain public trust and confidence when they begin to be accountable and professional					
4	Poor time management makes employees of Wakiso DLG a liability to taxpayers.					
5	Efficiency and effectiveness in the Wakiso may not be realized through accountability, time management and professionalism					
6	There is a high level of Integrity, truthfulness, and responsibility on the side of employees in Wakiso.					

9. To what extent do you think Wakiso DLG is practicing work ethics

a) No extent ☐ b) Less extent ☐ c) Moderate extent ☐ d) Great extent ☐

SECTION C: ACCOUNTABILITY AND PERFORMANCE OF WAKISO DLG

10. State the extent to which you agree or disagree with the following statements about Accountability and performance in Wakiso DLG. Indicate your choice of answer using;

    1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

	Statements on accountability	**1**	**2**	**3**	**4**	**5**
AC1	I sometimes find it hard to answer for the resources allocated to me					
AC2	I am at the right standing in the area of Accountability for all public resources					
AC3	I properly document all records about the resources in my Departments					

AC4	Sometimes paper Accountability as opposed to result-based accountability is what I always do.					
AC5	Too much accountability affects my performance through the resultant effects of tension					
AC6	Am always praised for making access to information possible at all times.					

SECTION D: TIME MANAGEMENT AND EMPLOYEE PERFORMANCE

11. Rate the following statements on time management and employee performance in Wakiso DLG. Indicate your choice of answer using;

    1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

	Statements on time management	**1**	**2**	**3**	**4**	**5**
TM1	I endeavor to accomplish given tasks in time					
TM2	My arrival and departure from duty is always time-bound					
TM3	Disciplinary actions taken against staff for defying the principle of time management are not necessary in organizations					
TM4	Time management is one of the things that motivates me					
TM5	Prompt payment of salary informs my timely delivery of services					
TM6	Performance is a function of time set and effective time management					

SECTION E: PROFESSIONALISM AND EMPLOYEE PERFORMANCE

12. Rate the following statements on professionalism and employee performance in Wakiso DLG. Indicate your choice of answer using;

    1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

	Statements on professionalism	**1**	**2**	**3**	**4**	**5**
Prof1	My attitude and the ways I communicate with others at the workplace are not the best.					
Prof2	I am competent and knowledgeable about my work.					
Prof3	I respect all people including my superiors and subordinates					
Prof4	I am conscientious and always hold myself accountable for my thoughts, words and actions.					
Prof5	Sometimes I leave the room when it comes to compromising values					
Prof6	Am not a good role model in the area of professionalism to my subordinates					

13. Rate the following statements on the performance of Wakiso DLG. Indicate your choice of answer using;

    1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

	Statements on the performance of Wakiso DLG	**1**	**2**	**3**	**4**	**5**
OP1	Salary processing and payments are always on time in the District					
OP2	Proper resource allocation is not always done in Wakiso DLG					
OP3	Adherence to Work ethics has strengthened internal controls and reduced unscrupulous behaviour among Wakiso DLG employees					
OP4	Wakiso DLG is doing very well in the area of tax/ revenue collection					
OP5	The performance of Wakiso DLG can only be realized when all stakeholders uphold the elements of work ethics					
OP6	Quality service delivery in Wakiso is still a farfetched reality					