

Job Autonomy and Employee Performance in Kampala Capital City Authority in Uganda

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Abstract

Original Research Article

The empirical study investigated the association between job autonomy and employee performance in Kampala Capital City Authority (KCCA) in Uganda. The scientific research study utilized a survey descriptive research design with mixed approaches in nature (qualitative and quantitative paradigms). A sample of 235 participants out of 3051 study population was chosen employing a table advanced by Morgan & Krejcie (1970). Data was gathered utilizing self-administered questionnaires and interview guides; and examined applying Descriptive dimensions and Pearson Linear Correlation Coefficient (PLCC) for quantitative indicators and content examination was used for analyzing qualitative information. The inquiry study outcomes yielded a significant correlation between job autonomy and employee performance in Kampala Capital City Authority (KCCA) in Uganda. It was thus concluded that giving administrators greater autonomy at work place is itself motivation to the employees and the Heads of Departments of an organization in KCCA in Uganda and in the whole world at large. The systematic study recommended that the political leadership or management of KCCA should embrace the process of management by objectives whereby the major focus must be oriented towards putting in place activities that shoot into achievement of the objectives of the organization of KCCA. Such a scenario can engender an environment of development in KCCA in Uganda.

Keywords: Job Autonomy, Management by Objectives, Employee Performance, Uganda.

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INTRODUCTION

In the United States of America, firms rely heavily on employee performance for their survival and this makes the management of employee performance an all year-round event in organizations (Mekonnen, 2022). Performance is the ability of employees to meet organizational tasks, requirements and objectives through strategic investment into organizing, executing and accomplishing roles and duties in the minimum time possible. Performance is divided into task performance and contextual performance (Borman & Motowildo, 2021). Task performance is the effectiveness with which job incumbents perform activities that contribute to the organizations technical core and contextual performance is not formally required as part of the job but that helps shape the social and psychological context of the organization (Borman & Motowildo, 2021).

In Asia, according to (Fauzilah *et al.*, 2020), the determinants of employee performance are personal,

organizational, environmental, motivation, skill level, aptitudes and role perceptions. To the Malaysian state government, employee job performance is very important because it will reflect the government performance by designing employee performance standards in order to measure the performance of organizations. The quality of employees is the important influence on performance (Fauzilah *et al.*, 2020), and it is believed that this employee is the backbone of the state government services with imperative role of ensuring that government policies and programmes in the new era of national development are implemented effectively and efficiently.

In Nigeria, employee performance of executing agencies or public enterprises is limited to budget monitoring and annual performance evaluation; however, experts are of the view that there is no link between employee performance and financial data (Pollitt & Bouckaert, 2004). In South Africa, for example, recent developments in the way employees are

managed in organizations have brought about the need to seriously consider employees as major stakeholders in organizations (Tchapchet *et al.*, 2019).

In Uganda, employee performance standards are being set out in various public institutions using the results oriented and quality management principles (Olum, 2022). The time, quantity, quality, customer satisfaction, response rates, stakeholder participation, outcomes, outputs and other methods of assessment of performance are being popularized. However, many organizations reset the idea of performance measurement because they have not learnt it properly or lack commitment and training. Performance measurement in Uganda and particularly at KCCA is being emphasized through quality controls as well as the implementation of Results Oriented Management (ROM) through providing psycho-social support to various key monitoring and supervision institutions of the government (Nassazi, 2022)

METHODS AND MATERIALS

Data Capturing

The data used for the planned research study was composed while making use of both primary and secondary sources of data. Primary data was gathered while using questionnaires and interview schedules to important people in association to the systematic research schoolwork. Auxiliary information was congregated with the use of documentary archives. The sensible empirical study applied a survey descriptive research design including qualitative and quantitative patterns.

Amin (2005) revealed that descriptive study design is usually used to echo an occurrence and its data characteristics. The academic acquired a total of 235 respondents (sample size) while using a table developed by Morgan & Krejcie (1970) to belong to the examination study.

Sampling Methods

The intellectual employed simple random sampling and purposive sampling strategies in the investigation ordered study. The target population involved the categories like citizenry, political leaders, civil servants, cultural front- runners and departmental directors.

Questionnaire and Interviews

The informative researcher used a self-administered questionnaire to gather evidence from the ground because it covers a diverse physical universe in data reportage; it collects much data within a short time,

and offers strong guarantee in relationship to confidentiality.

The academic used a qualitative argument schedule because it was vital to get the participants' subjective views of their experiences; clarifying the explanation of their domain, revealing their real practices prior to organized justifications (Karoro, 2017).

Validity and Reliability of Scientific Research Instruments

Validity of the investigator structured questionnaire was determined by applying content validity Index. After testing of the validity of the examination study instruments, the researcher got content validity index (CVI) of 0.78 which was by and large beyond 0.75 indicating that the research tool was actual to elicit information vital for the plausible methodical study (Amin, 2005). However, the validity of the interview plan was arrived at by talking to precarious participants to prove the responded cross-examinations (Gibbs, 2007).

Reliability of the educational modified questionnaire was considered using Cronbach's alpha coefficient formula looking at the scrutiny study variables that acquired an alpha coefficient of value more than 0.70. Since the reliability figure obtained by the academic researcher talked of 0.79 alpha value, it predestined that the research facts gathering technique was reliable to produce data reliable for the study. On the other hand, the reliability of the interview guides was got by relying on peer review machineries (Gibbs, 2007).

Data Analysis

Research statistical tools which were involved to scrutinize data for this meticulous study included; descriptive statistics like tables, frequencies, percentages, and inferential analyses like Pearson Linear Correlation Coefficient (PLCC) for scrutinizing quantitative data. In addition to that, Qualitative data were evaluated by scientifically merging information into reasonable themes or sub topics for prompt Interpretation along a description scenario (Gibbs, 2007).

RESULTS

Demographic Characteristics in the Study about Job Autonomy and Employee Performance in KCCA in Uganda

The demographic characteristics illustrate the distribution of respondents' categories in relation to Age, Gender, and level of authority as described in Table 1.

Table 1: Gender, Age and Level of the Respondents

	Category	Count	Percentage
Gender	Male	99	46.5
	Female	114	53.5
	Total	213	100
Age	<20 years	25	11.7
	20-30 years	45	21.1
	31-40 years	95	44.5
	Above 40 years	48	22.6
	Total	213	100
Level	Directors	10	4.7
	Officers	169	79.3
	Supervisors	34	16.0
	Total	213	100

Source: Field data, 2022

According to the results in Table 1 it is shown that 99 (46.5%) of the respondents were males and 114 (53.5%) were females. Also, the age results highlight that most of the respondents were in age group of (31-40) years, these were 95(44.6%), followed by those in age group was 40 years and above who were 48 (22.5%), followed by those in age group of (20-30) years who were 45(21.1%), and lastly were those less than 20 years of age, these were 25(11.7%). Majority of the respondent being above 30 years of age and this indicates that the participants were not only from office

of high responsibility but were also mature enough to give their opinions on whatever was asked to them. Most of the respondents were Officers who were 169 (79.3%). These were followed by supervisors who were 34 (16%) and the least were Directors who were 10 (4.7%). This determines the accuracy and representatives of information drawn from the sample to the population.

Correlation Analysis between Job Autonomy and Employees Performance

Table 2: Correlation Results between Job autonomy and employees performance

		Job autonomy	Employee Performance
Job autonomy	Pearson Correlation	1	.633**
	Sig. (2-tailed)		0.01
Employee Performance	N	213	213
	Pearson Correlation	.633**	1
	Sig. (2-tailed)	0.01	
	N	213	213

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

Source: Field data, 2022

The research objective stated that Job autonomy and employees performance are significantly related. Results from the table above indicate that ($p=.001>0.01$, $r=.633$). Since the P value is greater than the level of significance, the objective is retained and concluded that there was a positive significant relationship between Job autonomy and employees performance.

During interviews with some of the employees, they emphasized that employee autonomy can also be explained as a sense of attachment by employees to their employers or employing institutions, and enthusiasm to work for the employer or institution for a longer period of time, and diligently. It was also discovered that autonomy means that the employees wish to continue and also preserve their affiliation to the institution employing them, and also are enthusiastic

to support the institution or organization to achieve its vision through attesting to its mission and core values

Therefore, as regards autonomy, employees have a positive focused understanding to the vision, mission and core values of their job. They also bind themselves to their job during the course of action and when performing their duties

In the interviews with KCCA organizations' managers to whether job autonomy engenders motivation among company administrators. One organizational leader 4 indicated:

"Whenever the top management of KCCA grants greater autonomy to the administrators or middle level managers or civil servants, such officers try to apply their competencies at work and they normally work hard to achieve the objectives of the organization" (Organizational leader 4).

This implied that giving autonomy to subordinate staff itself is motivation to such individuals in organizations. Members of companies become self-driven at work and they in most cases cannot need several reminders to accomplish tasks for government authorities. This may allow development to blossom in any government.

DISCUSSION

The findings indicated that the connection between job autonomy and employee performance in KCCA in Uganda was statistically significant. This implied that the Job autonomy really affects Employee performance in KCCA in Uganda.

This finding was in agreement with the study conducted by Arnold & Freidman (2022) on supervision and employee perception in England, who found out that once administrators are given greater autonomy, they can develop a tendency of working hard without needing several reminders to perform tasks in organizations. Nevertheless, these findings are not in consonance with a popular research study conducted by Ryan (2020) on self-regulation in Zambia who found out that due to the nature of man, some people are naturally lazy and selfish and therefore, some tasks in companies may be left undone due to such unclear reasons though an individual may be given greater autonomy in an organization.

CONCLUSION

Giving administrators greater autonomy at work place is itself motivation to the employees and the Heads of Departments of an organization in KCCA in Uganda and in the whole world at large. Hence managers always endeavor to delegate some of their duties to subordinates and give them authority to make decisions in their areas of working jurisdictions. This can be a great source of motivation that can lead to development in organizations.

Implications for the Study

The systematic study recommended that the political leadership or management of KCCA should embrace the process of management by objectives whereby the major focus must be oriented towards putting in place activities that shoot into achievement of the objectives of the organization of KCCA. Such a scenario can engender an environment of development in KCCA in Uganda. By and large, there is needed to be cooperative with all the stakeholders in KCCA so that development can be stimulated. The Ugandan central government should sensitize the political leadership on the best methods to deal with motivation and development among government departments of KCCA in Uganda.

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