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Salary and employee performance in Isingiro District Local Government. A cross-sectional study.

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ABSTRACT

Background
The study aimed to establish the influence of salary on employee performance in Isingiro District Local Government.

Methodology
The study adopted a cross-sectional mixed-methods research design, incorporating quantitative and qualitative approaches. The target population comprised 232 staff of Isingiro District Local Government, from whom 144 respondents were selected using the Krejcie and Morgan (1970) table. Simple random and purposive sampling techniques were used. Data were collected using structured self-administered questionnaires and interview guides. Quantitative data were analyzed using SPSS version 25, descriptive statistics, and Pearson correlation, while qualitative data were analyzed thematically and through content analysis.

Results
Analysis was based on 117 completed responses. Age distribution showed 42 respondents (35.9%) aged 40-49 years, 33 (28.2%) aged 50 years and above, and 21 (17.9%) each aged below 30 and 30–39 years. Salary attracted and retained skilled employees (M=4.38, SD=.763), improved job satisfaction and wellbeing (M=4.28, SD=.829), encouraged skills development (M=4.38, SD=.808), reduced distraction from financial concerns (M=4.32, SD=.806), and linked performance with incentives (M=4.42, SD=.768). Thematic findings emphasized motivation, perceived salary fairness, retention, non-monetary benefits, and limited salary budgets. Pearson correlation established a strong positive, statistically significant relationship between salary and employee performance (r=.618, p=.000, N=117), indicating that higher salary was associated with better performance. Overall, salary influenced employee performance through motivation, satisfaction, retention, concentration, professional development, and performance-related incentives.

Conclusion
Salary was found to have a strong and consistently positive influence on employee performance across the study findings.

Recommendation
The District Local Government should implement performance-based salary enhancement mechanisms that appropriately recognize and reward employees for improved performance.

Keywords: *Salary, employee performance, Employee motivation, Job satisfaction, Local government, Financial incentives.*
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BACKGROUND OF THE STUDY
Salary is an important component of employee compensation and represents a major mechanism through which organizations attract, retain, and motivate employees. Compensation can influence the quality of applicants, job acceptance, employee motivation, performance, and retention, making it an important human resource management practice. Gupta and Shaw (2014) argue that compensation can shape employee behaviour and organizational effectiveness, while Gerhart et al. (2009) demonstrate that pay and performance are connected through several individual and organizational mechanisms.

The relationship between salary and employee attitudes is not necessarily direct or uniform. A meta-analysis by Judge et al. (2010), based on 92 independent samples, found that pay level had a modest positive relationship with job satisfaction and pay satisfaction. This suggests that higher salary may contribute to more favourable employee attitudes, although salary alone does not guarantee high job satisfaction or performance.

Evidence concerning financial incentives and employee performance also indicates that the effects of pay can vary

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according to the performance outcome being considered. Jenkins et al. (1998), in a meta-analysis of 39 studies, found that financial incentives were positively associated with performance quantity, although the relationship with performance quality was not significant. Shaw and Gupta (2015) subsequently reviewed the evidence and concluded that financial incentives can be effective, challenging the assumption that monetary incentives are generally ineffective or necessarily undermine motivation.

Salary may also influence employee motivation through broader psychological and work-related mechanisms. Kahn (1990) proposed that meaningfulness, psychological safety, and psychological availability influence employees' personal engagement in their work. Similarly, Bakker and Demerouti (2017) explain that job resources can support employee well-being and effective organizational functioning. Adequate compensation may therefore form part of the broader set of employment resources that influence employees' willingness and capacity to perform effectively.

However, monetary rewards should not be considered the sole determinant of employee performance. Self-determination theory emphasizes the importance of psychological needs for autonomy, competence, and relatedness in supporting high-quality motivation and functioning (Ryan & Deci, 2017). Thus, salary may contribute to employee motivation and performance, but its effects are likely to interact with other organizational and psychological factors.

The study aimed to establish the influence of salary on employee performance in Isingiro District Local Government.

METHODOLOGY

Research Design

The study adopted a cross-sectional research design. This study adopted a mixed-methods approach that is qualitative and quantitative. This design involved measuring both outcomes among study participants at a single point in time. The cross-sectional design was appropriate because it enabled the researcher to observe existing conditions and collect data from a cross-section of respondents simultaneously. Additionally, the design facilitated the collection of data from a sample representing a wider population within a specific time frame, allowing valid inferences to be made about the broader population.

Study Population

The study concentrated on Isingiro District Local Government. The total target population for this study was 232 staff comprising personnel from the Finance, Production, Health, Education, Natural Resources, Works and Engineering, Commerce and Community Based Services departments, as well as Records, Human Resource, DCAO, PAS, SAS, Copy Typists, Procurement Section, and one Chief Administrative Officer.

Sample Size

The sample size of respondents was determined using the Krejcie and Morgan (1970) table. A sample size of 144 respondents was selected from the target population of 232 staff members.

Table 1Sample Size Determination

Category	Included Units	Population	Sample Size	Sampling Technique
A. Top Management	Chief Administrative Officer (CAO), Deputy Chief Administrative Officer (DCAO), Principal Assistant Secretary (PAS), Senior Assistant Secretary (SAS)	4	4	Purposive sampling
B. Administrative Departments	Production and Marketing, Health, Education, Natural Resources, Audit, Records/Registry, Human Resource, Commercial Office, Community Based Services	121	57	Simple random sampling
C. Technical & Professional Officers	Procurement, Audit and Human Resource	13	13	Purposive
D.Finance	Finance and Audits	10	10	Purposive
E. Operational and Support Staff	Copy Typists, Works and Engineering, Office Attendants, Drivers	86	60	Simple random sampling
Total		**234**	**144**	

Source: Isingiro District Local Government employee database (2025)

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Sampling Techniques and Procedure

The researcher used simple random and purposive sampling techniques.

Simple Random Sampling

Simple random sampling was used to select staff members who participated in the study. This method was appropriate because it ensured that every staff member in the population had an equal chance of being selected, thereby minimizing selection bias. It was particularly suitable for categories of respondents where no prior judgment was needed regarding their knowledge or position, and where a representative sample of the general population was required for statistical reliability.

Purposive Sampling

Purposive sampling was employed to select key informants, including department heads, senior officers, and other strategic personnel. These respondents were chosen because their positions provided them with critical insights and firsthand knowledge relevant to the study objectives. This method allowed the researcher to focus on individuals who were most likely to provide rich, detailed, and accurate information about employee performance and financial incentives. Additionally, purposive sampling helped identify respondents who could articulate their experiences and opinions clearly, which was crucial for qualitative data collection.

Data Collection Methods

Both questionnaire survey and interview methods were used for data collection.

Questionnaire Survey

The method used questionnaires to enable employees to answer questions without bias. Many respondents were covered in a short time; it was a less costly tool and offered greater assurance of secrecy in cases involving sensitive information. In this method, a questionnaire was used as an instrument to obtain data from Isingiro District Local Government staff members, particularly employees below the level of heads of departments.

Interview Method

Oral interviews were administered in order to obtain direct data from key informants such as the Chief Administrative Officer and heads of departments. The interviews comprised a set of oral questions from which the researcher collected information through direct interaction with the respondents. The method was used to obtain data from key informants because they played significant roles and were therefore deemed to possess sufficient information relevant to the study.

Data Collection Instruments

Questionnaires and interview guides were used as the main tools for collecting data, guided by the nature of the data collected.

Questionnaire

A structured self-administered questionnaire with closed-ended questions was utilized to gather quantitative data from departmental staff, as it allowed them to provide independent opinions without fear since their identities were not indicated on the questionnaire. It also aided the researcher in coding information easily for subsequent analysis, thereby reducing the error gap. Furthermore, closed-ended questions were easier to analyze because they were instantly usable. The respondents were given adequate time and opportunity to answer questions at their convenience and to cover a wide scope of the research questions.

Interview Guide

An interview guide was used for the key informants. It was applied during face-to-face encounters that involved obtaining direct information. Interviews were used because they had the benefit of allowing probing for more information, seeking clarification, and capturing the facial expressions of interviewees, while also enabling interviewees to reveal their viewpoints. This specifically allowed the researcher to obtain information that could not be directly observed, gain control over a line of questioning, and obtain historical information. The interview guide was used to interview heads of departments and the Chief Administrative Officer in the study area.

Data Quality Control

Validity

The instruments used in this study, namely the questionnaire and interview guide, were first evaluated to determine their correctness in gathering accurate data. All the items included in the instruments were developed based on earlier studies and were thoroughly reviewed by the supervisors before the data collection exercise took place. This ensured their appropriateness in collecting accurate data. This was done through the expert judgment of the two research supervisors, each of whom was given the research instruments to assess and identify valid items. Subsequently, the Content Validity Index (CVI) for each instrument was determined by summing the number of items rated as valid by each expert judge and dividing by the total number of items in the instrument.

$$CVI = \frac{\text{Number of items declared valid}}{\text{Total number of items}}$$

Reliability

The degree to which the instrument yielded constant results was ensured by using a test-retest method on people with similar characteristics to the target respondents. Ten respondents from Isingiro District participated in the pilot test to ensure consistency and comprehensiveness. The internal consistency technique was used to determine the reliability of the instruments.
To ensure the reliability of qualitative data, Cronbach's Coefficient Alpha was computed in terms of the average inter-correlations among the items measuring the concept.

Data Analysis

Both quantitative and qualitative data collection techniques were used for data analysis.

Quantitative Data Analysis

The researcher analyzed the background variables using frequency tables, bar graphs, percentages, and pie charts with SPSS version 25. This software was chosen because it provided robust and reliable statistical tools suitable for analyzing social science research data. It was also user-friendly, making it appropriate for efficient data management and analysis with minimal errors.
Descriptive statistics were used to provide numerical and graphical procedures for summarizing a collection of data in a clear and logical way. The numerical approach helped to compute means and standard deviations, while the graphical approach aided in identifying patterns in the data.
The Pearson correlation coefficient was used to determine the influence of salary increment on employee motivation.

Qualitative Data Analysis

Qualitative data analysis involved both thematic and content analysis and was based on how the findings related to the research objectives. Content analysis was used to edit the data and reorganize it into meaningful short statements. Thematic analysis was used to organize the data into themes, and codes were identified.
After data collection, the data were assembled according to the themes and compared with the quantitative data. Subsequently, the data were interpreted by providing explanations for the variations observed and relating them to the themes, categories, and research questions. The findings were illustrated and substantiated through quotations from the respondents.

Procedure for Data Collection

The researcher obtained a letter from Bishop Stuart University after clearance from BSU-REC, introducing him to the Chief Administrative Officer (CAO) of Isingiro District as confirmation of permission to collect data. The questionnaires were physically administered to the respondents by research assistants, who guided them carefully under the supervision of the researcher.
The researcher interviewed key informants to probe for more detailed information and collect data that might not have been captured through the questionnaire. The quantitative data collected were first screened for suitability, after which the information obtained was entered into SPSS version 25. Comprehensive electronic checks were conducted to reduce errors and correct any identified inconsistencies. The qualitative data were transcribed and analyzed thematically.

Ethical Considerations

Ethical considerations, which are the acceptable best approaches in the course of conducting research studies, were followed to ensure that the results generated were generally worth considering for policy and practical application. The following ethical considerations were taken seriously:
REC Clearance: The researcher sought clearance from the BSU Research Ethics Committee before proceeding with data collection.
Voluntary Participation: All respondents were allowed the liberty to participate freely in the study, and none of them was coerced to participate. It was anticipated that if a respondent did not participate of their own free will, they might provide responses that were not essential for the study. For this reason, all respondents were allowed the liberty to participate freely in the research study.
Anonymity of the Respondents: The anonymity of the respondents was respected, and during the conduct of the research study, respondents were not required to provide their names or physical addresses. As a result, the names and identities of the respondents were not presented at any point in the research study.
Plagiarism Avoidance: Plagiarism was avoided in this study, and all secondary sources used were duly cited. No single source was used without acknowledgment in the study. All references used were presented in the references section of the study.

RESULTS

Bio Data of Respondents

This section presents demographic characteristics of partici pants to contextualize their views on monetary incentives and employee performance in Isingiro District Local Government. The demographics include gender, highest le vel of education, and length of service.

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Age of respondents

Figure 1. Age (Years)

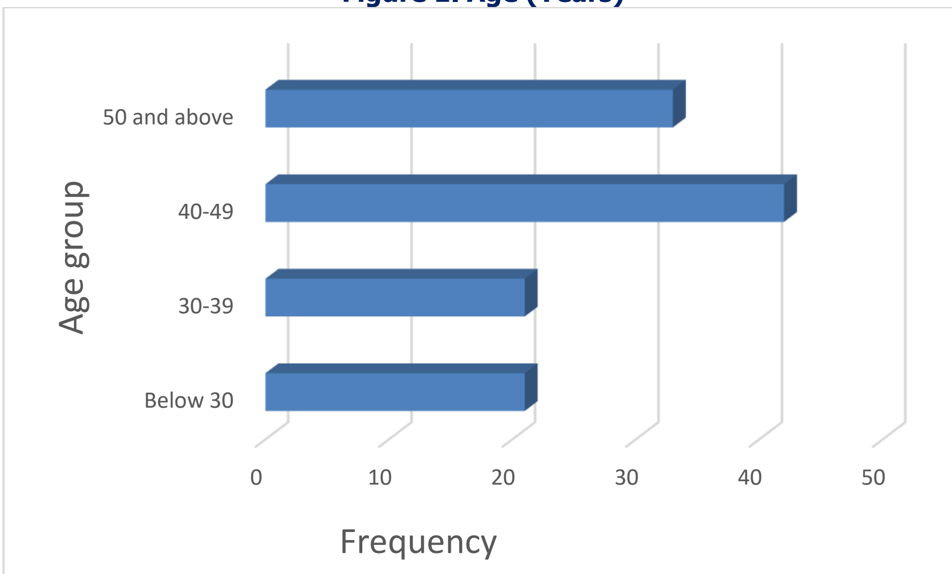

Figure 1 presents the age distribution of the respondents involved in the study. The findings indicate that the majority of respondents, 42 (35.9%), were aged between 40 and 49 years, making this the largest age category. Respondents aged 50 years and above constituted 33 (28.2%) of the sample, while those below 30 years and those aged 30–39 years each accounted for 21 respondents (17.9%). These results show that most respondents were mature and experienced employees, with over half (64.1%) being 40 years and above. This suggests that the study obtained views from individuals who were likely to have substantial work experience and a deeper understanding of the issues under investigation, thereby enhancing the reliability and relevance of the information collected.

Age was considered in the study because it is an important demographic characteristic that can influence employees' perceptions, attitudes, experiences, and performance at the workplace. Different age groups may have varying levels of work experience, responsibility, motivation, adaptability to organizational policies, and responses to incentives such as allowances. By examining the age distribution of respondents, the researcher ensured that the study captured perspectives from employees at different stages of their careers, thereby providing a more comprehensive understanding of the relationship between allowances and employee performance in Isingiro District Local Government.

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Gender of respondents

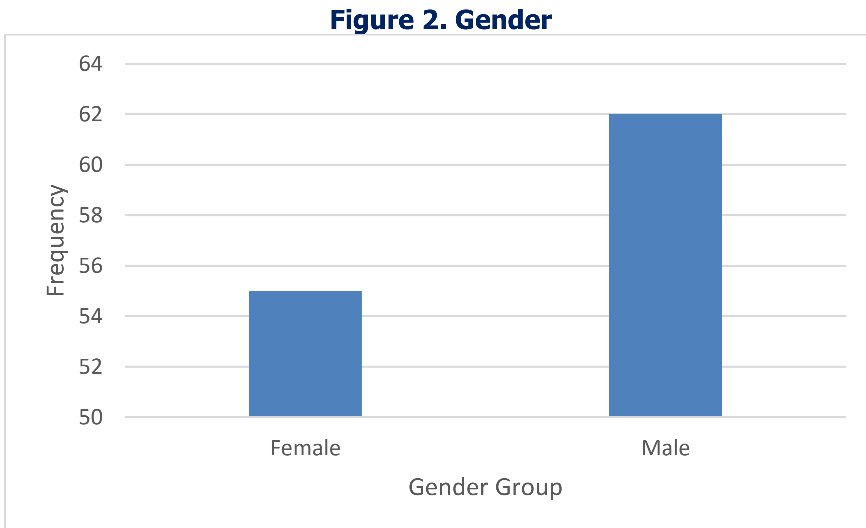

Figure 2 shows the gender distribution of respondents in the study. Out of the total 117 participants, 62 (53%) were male while 55 (47%) were female. This indicates that males slightly outnumbered females in the sample, although the difference is relatively small, suggesting a fairly balanced gender representation among respondents.

Gender was considered in the study because it can influence perceptions, attitudes, and responses regarding the research topic. Including both males and females helps ensure that the findings are not biased toward one gender and that the results can be generalized across the population. It also allows the researcher to examine whether there are any gender-based differences in opinions or experiences relevant to the study variables.

Level of education of respondents

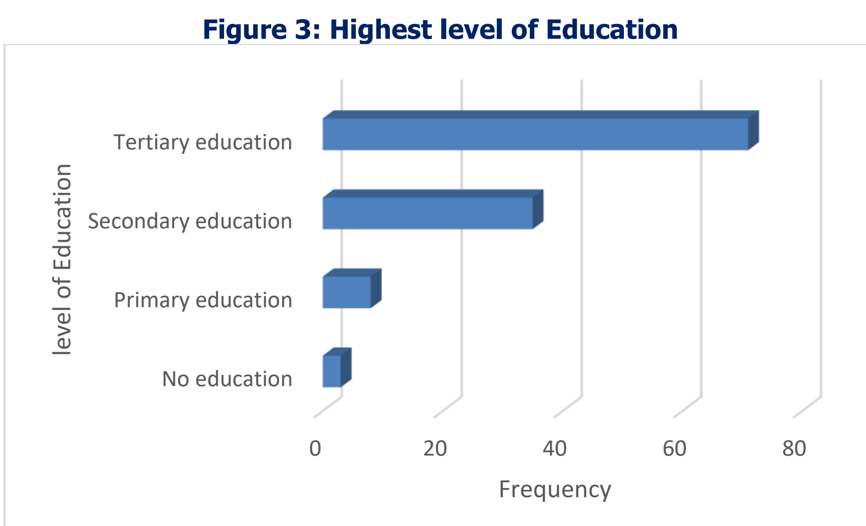

Figure 3 shows the distribution of respondents by highest level of education. The majority of respondents had tertiary education, 71 (60.7%), followed by those with secondary education, 35 (29.9%). A small proportion had primary education, 8 (6.8%), while only 3 respondents (2.6%) had no formal education. Overall, the results indicate that most participants in the study were relatively highly educated, suggesting that the sample largely consisted of individuals with post-secondary qualifications.

Education was considered in the study because it is a key demographic factor that can influence respondents' understanding, interpretation, and responses to research issues. It also affects awareness levels, decision-making capacity, and access to information, which may in turn shape opinions and experiences related to the topic under investigation. Including education therefore helps in examining whether differences in responses are associated with variations in educational attainment.

Years of service

Figure 4: Years of service

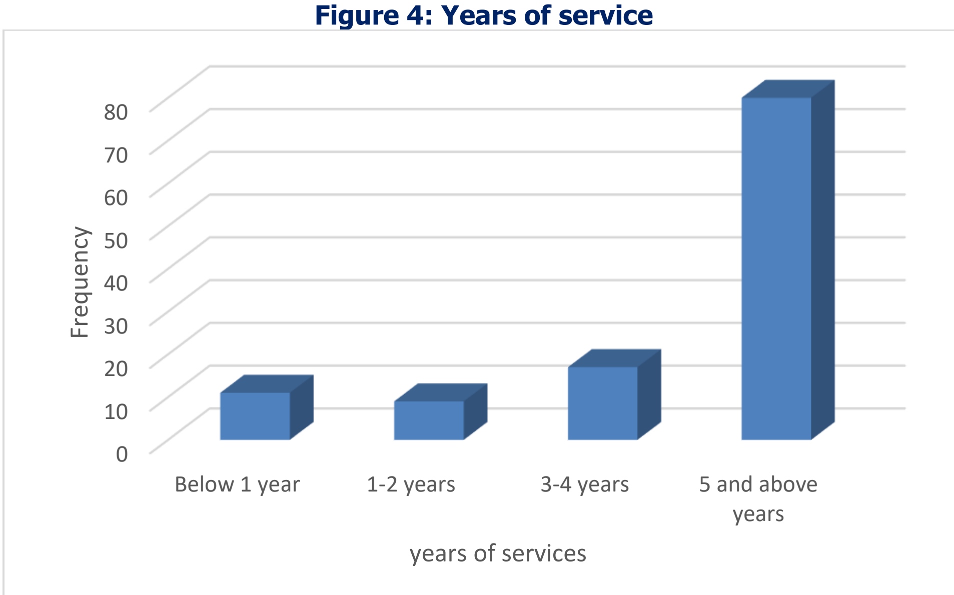

Figure 4 shows the distribution of respondents by years of service. The majority of the respondents, 80 (68.4%), had worked for 5 years and above, indicating a highly experienced workforce within the organization. Those who had served between 3–4 years were 17 (14.5%), while 9 respondents (7.7%) had 1–2 years of service. A smaller proportion, 11 respondents (9.4%), had worked for less than one year. Overall, the results suggest that most employees in the study had long-term experience in the organization, which implies that the data collected is largely based on informed and experienced perspectives.

Years of service were considered in the study because it helps to assess how work experience influences employees' perceptions, attitudes, and performance. Employees with longer tenure are more likely to have a deeper understanding of organizational processes, policies, and challenges, making their responses more reliable for evaluating workplace issues. It also allows the study to compare whether experience level affects consistency in opinions, job satisfaction, and performance outcomes, thereby improving the validity and depth of the findings.

The influence of salary on employee performance in Isingiro District Local Government.

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Table 2: Showing the influence of salary on employee performance in Isingiro District Local Government

Statement	N	Mean	Std. Deviation
Salary is a significant factor in attracting and retaining skilled and talented employees.	117	4.38	.763
Salary significantly contributes to an employee's overall job satisfaction and well-being.	117	4.28	.829
Adequate salaries can incentivize employees to invest in their own skill development and training	117	4.38	.808
Financial concerns can be a major source of distraction for employees, diverting their focus and cognitive resources away from their work	117	4.32	.806
Salary can be effectively linked to performance through performance-based pay and incentive systems	117	4.42	.768
Valid N (listwise)	117		

Table 2 presents respondents' views on the influence of salary on employee performance in Isingiro District Local Government. The findings indicate that salary is considered a significant factor in attracting and retaining skilled and talented employees, with a mean score of 4.38 and a standard deviation of 0.763. This high mean suggests strong agreement among respondents that competitive salaries play an important role in recruiting and retaining competent staff. The relatively low standard deviation indicates that respondents had similar opinions on this statement.

The results further show that salary significantly contributes to employees' overall job satisfaction and well-being, as reflected by a mean score of 4.28 and a standard deviation of 0.829. This implies that respondents generally agree that adequate remuneration enhances employee satisfaction, motivation, and quality of life. The moderate standard deviation suggests a reasonable level of consensus among respondents regarding the importance of salary in promoting employee well-being.

Similarly, the statement that adequate salaries can incentivize employees to invest in their own skill development and training recorded a mean score of 4.38 and a standard deviation of 0.808. These findings indicate that respondents strongly believe that better pay encourages employees to improve their competencies and acquire additional skills. This suggests that salary not only serves as a reward mechanism but also motivates continuous professional development, which can enhance employee performance.

The findings also reveal that financial concerns can be a major source of distraction for employees, diverting their focus and cognitive resources away from work, with a mean score of 4.32 and a standard deviation of 0.806. This demonstrates strong agreement among respondents that inadequate salaries or financial stress can negatively affect employee concentration and productivity. The low variation in responses further indicates a shared perception of the impact of financial challenges on work performance.

Finally, the statement that salary can be effectively linked to performance through performance-based pay and incentive systems achieved the highest mean score of 4.42 and a standard deviation of 0.768. This suggests that respondents strongly support the idea that performance-related compensation can motivate employees to work harder and achieve organizational goals. The low standard deviation reflects a high level of agreement among respondents, highlighting the perceived effectiveness of incentive-based salary structures in enhancing employee performance.

Overall, the findings suggest that salary has a substantial influence on employee performance in Isingiro District Local Government. The high mean scores across all statements indicate that respondents strongly agree that salary affects employee attraction and retention, job satisfaction, professional development, work focus, and performance motivation. Therefore, improving salary structures and implementing performance-based incentives may contribute significantly to enhanced employee performance and organizational effectiveness.

According to Key Respondent B, a male aged 37, 2026, said that;

"Salary satisfaction plays a significant role in motivating employees. When employees perceive that they are fairly compensated for their work, their motivation levels tend to increase substantially. This heightened motivation often translates into better work ethic, increased productivity, and a more positive attitude towards their duties. Conversely, when employees are dissatisfied with their salaries, it can lead to decreased enthusiasm, lack of commitment, and a decline in overall performance. Dissatisfaction may also cause employees to seek other opportunities, further affecting the district's operational efficiency".

According to Key respondent C, a male aged 46, 2026, pointed out that;

"Perceived fairness in salary scales is crucial for maintaining high morale among employees. When staff believe that their compensation accurately reflects their

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workload, responsibilities, and years of experience, they tend to feel valued and respected. This perception fosters a sense of fairness and trust in the management, which boosts morale and encourages employees to perform their duties diligently. Conversely, if employees perceive disparities or favoritism in salary distribution, it can breed resentment, reduce motivation, and ultimately lower productivity levels across departments".

According to Key respondent M, female, aged 36, 2026, noted that;

"There is a direct relationship between salary levels and employee retention; lower salaries often lead to higher turnover rates. When employees feel that their pay does not match their efforts or market standards, they are more inclined to seek employment elsewhere. The costs associated with this turnover are substantial and include expenses related to recruiting new staff, conducting interviews, onboarding, and training new employees. Additionally, high turnover results in the loss of institutional knowledge and experience, which can disrupt service delivery and increase operational inefficiencies".

According to Key respondent F, female, aged 44, 2026, said that;

"Non-monetary benefits serve as important motivators and can help mitigate the negative effects of lower salaries. For instance, access to professional training and development opportunities enhances employees' skills and confidence, leading to improved performance. Healthcare benefits help reduce personal worries about health costs, allowing employees to focus better on their work. When employees feel valued through these benefits, their morale increases, which can translate into higher productivity and a stronger commitment to their roles, even if their monetary compensation is not highly competitive".

According to Key respondent G, a female aged 48, 2026, pointed out that;

"*The primary challenge faced by Isingiro District Local Government is a limited salary budget, which constrains the ability to offer competitive pay to attract and retain top talent. This financial limitation makes it difficult to compete with other districts or private sector opportunities that may offer higher compensation. To address these challenges, the district could consider implementing performance-based incentives that reward high performers, enhancing non-monetary benefits such as professional development and health services, and establishing clear career progression pathways. These strategies can motivate employees and improve retention even within financial constraints*.

Correlation analysis between salary and employee performance

To establish whether a relationship exists between salary and employee performance, Pearson product-moment correlation was computed.

Table 3: Pearson correlation between salary and employee performance

		Salary	***Employee Performance***
Salary	Pearson Correlation	1	.618**
	Sig. (2-tailed)		.000
	N	117	117
Employee Performance	Pearson Correlation	.618**	1
	Sig. (2-tailed)	.000	
	N	117	117

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

Table 3 presents the Pearson correlation analysis examining the relationship between salary and employee performance. The results indicate a strong positive and statistically significant relationship between salary and employee performance ($r = 0.618$, $p = 0.000$, $N = 117$). The positive correlation coefficient of 0.618 suggests that increases in employees' salaries are associated with improvements in their performance. The significance value ($p < 0.01$) confirms that this relationship is unlikely to have occurred by chance, leading to the rejection of the null hypothesis of no relationship between the two variables. Therefore, the findings imply that better remuneration plays an important role in enhancing employee performance, indicating that employees who receive higher salaries are more likely to be motivated and perform their duties more effectively.

DISCUSSION

The findings indicate that salary is an important factor in employee performance at Isingiro District Local Government. This finding is consistent with the broader compensation literature, which identifies employee compensation as an important influence on workforce motivation, performance and retention. Gupta and Shaw (2014) argue that compensation has incentive and sorting effects that can influence employee behaviour and organizational effectiveness. Similarly, Gerhart et al. (2009)

explain that pay can influence performance through different mechanisms operating at individual, group and organizational levels.

The finding is also consistent with evidence that financial incentives can contribute to improved performance. Jenkins et al. (1998) found, from a meta-analysis of 39 studies, that financial incentives had a positive corrected correlation with performance quantity, although they did not demonstrate a significant relationship with performance quality. This suggests that salary and financial rewards may encourage employees to increase the amount of work performed, but improvements in performance quality may depend on additional organizational conditions.

The results are further supported by Shaw and Gupta (2015), who reviewed evidence on financial incentives and concluded that monetary incentives can be more effective than some earlier interpretations suggested. Their analysis indicates that financial incentives should not automatically be regarded as ineffective or harmful to motivation. In the context of Isingiro District Local Government, the positive association between salary and employee performance may therefore reflect the motivational and behavioural effects of appropriate financial rewards.

The findings can also be interpreted in relation to employee satisfaction and engagement. Judge et al. (2010) found that pay level has a positive, although modest, relationship with job satisfaction and pay satisfaction. Kahn (1990) further explains that employees are more likely to engage themselves in work when conditions provide psychological meaningfulness, safety, and availability. Salary may therefore contribute to performance partly by improving employees' perceptions of their employment conditions and supporting their willingness to invest effort in their work.

Nevertheless, the findings should not be interpreted to mean that salary alone determines employee performance. Ryan and Deci (2017) emphasize that effective motivation is also influenced by autonomy, competence, and relatedness. Bakker and Demerouti (2017) similarly show that job resources contribute to employee well-being and effective organizational functioning. Therefore, salary improvements may be more effective when accompanied by supportive supervision, adequate resources, opportunities for development, and a work environment that enables employees to perform their responsibilities effectively.

Conclusion

Salary was found to have a strong and consistently positive influence on employee performance across the study findings. As evidenced in Table 3, adequate remuneration improves employees’ ability to meet basic needs, which in turn reduces financial stress and allows them to focus more fully on their job responsibilities. The correlation coefficient of $r = 0.618$, $p = 0.000$, and regression coefficient $B = 0.382$, $p = 0.000$, confirm salary as the strongest predictor. When employees perceive their salaries as sufficient and regularly paid, they tend to demonstrate higher levels of job satisfaction, commitment, and productivity. In addition, salary acts as a key indicator of how much an organization values its workforce, thereby strengthening emotional attachment to the institution and reducing absenteeism and turnover intentions. However, the effectiveness of salary as a motivator is highly dependent on timely disbursement, adequacy in relation to the cost of living, and fairness across comparable job categories. Where disparities or delays exist, morale tends to decline, and employees may reduce effort or seek alternative employment opportunities.

Recommendation

Isingiro District Local Government should ensure prompt and timely payment of employees’ salaries to enhance motivation and improve employee performance.

The District Local Government should implement performance-based salary enhancement mechanisms that appropriately recognize and reward employees for improved performance.

The central and local governments should strengthen budgetary allocations and financial management systems to ensure sustainable funding for salaries and other monetary incentives.

Acknowledgement

I begin by expressing my deepest gratitude to God for guiding me through this endeavor. I am immensely grateful to my mentors, Dr. Atwiine Johnson and Ms. Kembabazi Juliet, for their invaluable insights, guidance, and unwavering support, as well as their sense of humor. I also extend my sincere thanks to Bishop Stuart University for providing timely assistance and guidance throughout my academic journey. Furthermore, I am grateful to the Isingiro District Local Government administration for granting me the opportunity to collect data.

Finally, I am profoundly thankful to my family for their unwavering support and inspiration, which enabled me to successfully complete the master’s program. My heartfelt thanks also go to my friends and colleagues, whose collective support and encouragement were essential to my success. I recognize that this achievement would not have been possible without their contributions.

List of abbreviations

BSU – Bishop Stuart University
BSU-REC – Bishop Stuart University Research Ethics Committee
CAO – Chief Administrative Officer
CVI – Content Validity Index
DCAO – Deputy Chief Administrative Officer
PAS – Principal Assistant Secretary
SAS – Senior Assistant Secretary

SD – Standard deviation
SPSS – Statistical Package for the Social Sciences

Source of funding
The study received no external funding.

Conflict of interest
The authors declare no conflict of interest

Data availability
Data is available upon request from the author

Author contributions
FT: conceptualization, methodology, investigation, writing the original draft.
JA: data curation, validation, supervision.
JK: supervision, validation

Informed consent
Written informed consent was obtained from all participants prior to their inclusion in the study. Participants were informed about the purpose of the study, procedures involved, potential risks and benefits, and their right to withdraw at any time without penalty.

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Fulgence Twinomugisha, a student pursuing a masters degree of arts in public administration and management at Bishop Stuart University .
Johnson Atwiine: research supervisor at Bishop Stuart University.
Juliet Kembabazi: research supervisor at Bishop Stuart University.

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