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Staff Restructuring and Staff Performance in Local Governments: A Case Study of Mbale District Local Government

The primary function of the public service is to translate the national vision into tangible outcomes. How it does this depends on the clarity with which the national vision is articulated, the resources available to the public service, the competence of its managerial leadership and the partnerships it structures with other players. This study was basically an evaluation of the staff performance in view of the staff restructuring programme that has been in operation since 2005. The study was carried out in the Mbale District Local Government specifically to find out if the staff restructuring has enabled the retention of an effective and affordable staff that is qualified, motivated and committed to achieve the set goals and objectives as enshrined in the policy guidelines. The study employed a case study design in order to collect in-depth data from a population that mainly constituted heads of sectors, heads of departments, heads of sections, other staff and support staff from these sectors. The staff at the District Service Commission and Human Resource Department (which falls under the management sector) also constituted key informers. The data were gathered from a sample of 100 respondents using a structured questionnaire and face to face interviews. The findings of the study indicated that majority (45%) of the respondents agreed that restructuring in Mbale District Local Government was done in accordance with the stipulated guidelines. It was found out that 42% of the respondents disagreed that restructuring has created an efficient and effective staff while 48% of the respondents disagreed that staff restructuring has ensured a motivated and committed staff. The findings of this study have also indicated that majority (51%) of the respondents disagreed that staff restructuring has ensured retention of qualified staff in the Mbale District Local Government and enhanced their skills. The study concludes that although the staff restructuring process in Mbale District Local Government was done in accordance with the stipulated guidelines and there is a general improvement in efficiency and effectiveness in service delivery; the staff restructuring has not been solely responsible for the efficiency and effectiveness of the staff in the Mbale District Local Government. The staff restructuring has not ensured a motivated and committed staff, but has ensured retention of qualified staff and enhanced their skills. The study recommends among others, that management in general should put in place performance indicators which are measures of inputs, processes, outputs, outcomes and impacts for development projects, programmes, or strategies. The indicators should enable managers to track progress, demonstrable results and take corrective action to improve service delivery and decision-making by key stakeholders.

Key words: Staff, Restructure, Performance, Government