# EFFECT OF PERFORMANCE PLANNING ON EMPLOYEE PERFORMANCE IN MUNICIPAL COUNCILS IN UGANDA. A CROSS-SECTIONAL STUDY IGANGA MUNICIPAL COUNCIL.

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## Abstract.

### Background
This study aims to assess the effect of performance planning on employee performance in Municipal Councils in Uganda, case study Iganga Municipal Council.

### Methodology
The study adopted a descriptive cross-sectional survey design together with a blend of qualitative and quantitative approaches which were used to get in-depth results from Heads of Department, Heads of section, and opinion leaders of Iganga Municipal Council. In total, a sample of 214 respondents participated in the study. In data collection, the researcher used both primary and secondary sources. Data collection methods were questionnaires and interview guides. Data was analyzed using the Pearson correlation coefficient to determine the relationship between variables.

### Results
Pearson's' correlation coefficient for performance planning and employee performance at Iganga Municipal Council was $r=0.488(**)$ with a probability value of 0.003 which is less than 0.05 level of significance, showing a strong relationship between performance planning and employee performance. Under performance planning, employees prepare performance agreements and plans Study findings indicated that the majority of the employees at Iganga Municipal Council create performance goals together with their supervisors each year. This enables them to improve on performance as far as the Iganga Municipal Council's goals and objectives are concerned.

### Conclusion
The conclusion was based on the fact that components of performance planning which include setting performance goals, developing individual development plans, and performance measurement are responsible for target achievement, a key indicator of employee performance at the Iganga Municipal Council. Therefore, if performance planning is properly done, the resultant situation is a great improvement in employee performance.

### Recommendations
The study recommends that the Iganga Municipal Council should strengthen the framework or tool used for measuring individual performance. Components such as education and working experience should be considered while measuring employee performance. This is because they are key in determining the level of one's performance.

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## Introduction

The first step in performance planning is for the supervisor and the employee to review the employee's job duties and responsibilities and determine the key expectations and standards such as results, goals, objectives, and many others to be reached during the upcoming performance period (Armstrong & Baron, 2010).

According to Bach (2000), using established goals as a basis, performance planning sets the stage for the year by communicating objectives and setting an actionable plan to guide the employee to successfully achieve goals.

According to Verbeeten, (2007), when one has clear and measurable goals, it will positively affect the quality and quantity of his or her performance. By quantifying goals and measuring whether they are achievable, organizations reduce and eliminate goal uncertainty, and confusion about objectives and gain consistency and focus in pursuit of their mission.

Similarly, McAfee (2001) contends that under each key contribution area, it is important to identify long-term and short-term goals, along with an action plan around how they will be achieved. Goals can be weighted to identify priorities. Discuss specific details related to how progress against goals will be evaluated. The next steps include determining any obstacles that would stand in the way of these goals being achieved. If an obstacle is knowledge, skills, or behavior–a plan should be developed to overcome it, i.e.; training, or mentoring.

Meanwhile, Whetton et al., (2001) noted that performance planning, as with all other steps, is a collaborative process between the manager and employee, although there will

always be some non-negotiable elements. Begin with the job description and identify major job expectations; expectations then can be clarified for each major area.

Armstrong (2001) argues that performance planning involves setting performance goals, how performance will be measured and the competence needed to channel the efforts of teams and individuals toward achieving organizational objectives. During performance planning, managers, supervisors, and employees work together in identifying, clarifying, and agreeing upon expectations, identifying how results will be measured, and agreeing on the monitoring process and documentation of the plan. In the Municipal Council, all employees except heads of departments are supposed to fill out performance plans with their supervisors before the assessment period. These plans indicate the appraisees' outputs, performance indicators, and performance targets all agreed upon between the appraiser and the appraise

However, Epstein (2006) contends that a performance plan by itself will not improve performance, it is only the first step in an ongoing process. According to him, supervisors must monitor employee progress and conduct periodic reviews to discuss successes and areas needing improvement. The feedback supervisors provide in this part of the process should be specific. The supervisor should solicit comments and ensure that criticism is constructive. Avoid emphasizing the negative and always find and acknowledge some employee successes.

Using the performance planning document as a reference document, the employee and manager then should regularly monitor progress against goals, problem-solve roadblocks, re-assess goals, change goals as business direction changes, and re-evaluate training and resource needs. Performance planning and ongoing performance feedback are critical because they facilitate continuous improvement and aid open communication.

## Methodology
### Research Design
The study used a Descriptive Cross-Sectional Survey design. A correlational study was used to examine the relationship between the study variables (Amin, 2005). The design was chosen because it enabled the researcher to establish the significance of the relationship between independent and dependent variables. Both qualitative and quantitative techniques were used to collect and analyze data. Quantitative data was collected using structured and close-ended questionnaires. This study also applied qualitative approaches which involve an in-depth probe and application of subjectively interpreted data (Sekaran, 2003). According to Amin (2005), cross-sectional designs are easy to use, less time-consuming, and less costly because data is gathered just at one point in time.

## Population of the Study
This is the description of the population and its elements from which samples are drawn. The target population consisted of 474 respondents including 12 heads of departments, 15 heads of sections, 20 members of boards and commissions, 5 opinion leaders, 67 political leaders, and 355 other municipal staff.

## Sample size and selection
A sample is a subset of the population. It comprises some members selected from it for the study (Sekaran, 2003). Given a population of 474 respondents, the sample was 214 determined using Krejecie and Morgan's (1970) table.

**Table 1 Sample size and selection for the study.**

| S/N | Category of Respondents | Population(N) | Sample size(S) | Sampling technique | Source |
|-----|------------------------|---------------|----------------|---------------------|--------|
| 1. | Head of the department | 12 | 6 | Purposive | Human Resource Report 2022 |
| 2. | Heads of sections | 15 | 7 | purposive | Human Resource Report 2022 |
| 3. | Other municipal staff | 355 | 160 | Simple random sampling | Human Resource Report 2022 |
| 4. | Members of boards and commissions | 20 | 9 | Purposive | Human Resource Report 2022 |
| | Opinion leaders | 5 | 2 | Purposive | Human Resource Report 2022 |
| | Political leaders | 67 | 30 | Simple random sampling | Human Resource Report 2022 |
| | Total | 474 | 214 | | |

Source: Derived from Morgan and Krejcie, (1970) table and 2021/22 Iganga Municipal Council, Ministerial Policy Statement.

As shown in Table 1, the sample size for the study was 214 out of a population of 474, derived from Morgan and Krejcie's (1970) table. The reason for using a sample rather than collecting data from the entire population was that it would practically be impossible to collect data from every element of the population.

## Sampling Technique and Procedure

A sample is part of the population that is deliberately selected to investigate the properties of the parent population. Sampling as defined by Mugenda and Mugenda (1999) refers to the formulation of procedures for selecting the subject or cases to be included in the sample. In this case, the research was conducted using purposive sampling to collect data from Heads of Departments, heads of sections, and opinion leaders. Simple random sampling was used to collect data from political leaders, members of boards and commissions, Heads of Sections, and other municipal staff supervisors and support staff.

## Simple Random Sampling

The study adopted a simple random sampling technique to give an equal chance for every respondent to participate in the study (Mugenda and Mugenda, 2003).

## Purposive Sampling

Purposive sampling is a technique used to select respondents because of the valuable information they hold. For purposive sampling, the researcher collected data from Heads of Departments, heads of sections, and opinion leaders who provided the desired and relevant information on performance management as a result of their experience and knowledge about the subject matter (Sekaran, 2003).

## Data collection methods

The process of data collection involves gathering material about the person, either historically or from present-day sources, such as conversations or observations. According to Creswell (2007), data collection methods can be classified as qualitative or quantitative. The researcher used both quantitative and qualitative methods of data collection. The questionnaire survey method was used for the collection of quantitative data, while the in-depth interview and documentary review methods were used to collect qualitative data. Questionnaires and in-depth interviews enabled the researcher to obtain primary data or firsthand information while documentary review was used to get secondary data which was used to corroborate study findings. Data obtained using the above methods was triangulated to come up with a comprehensive report.

## Questionnaire survey

It is a quantitative method that involves the use of many questions at the same time. A questionnaire survey was used to collect data from Heads of Sections, supervisors, and support staff. The choice of a questionnaire was on the basis that respondents can read and write and enables responding to the study questions without influence on the presence of the respondent. The questionnaire also enabled the collection of vast amounts of data in a short time and was less expensive (Amin, 2005).

## Interviews

This is a purposeful discussion between the researcher and the respondent. Interviews are face-to-face meetings (Mugenda and Mugenda, 1999). These were used to collect data from Heads of Departments, heads of sections, and opinion leaders A set of questions in English was asked to respondents, and responses were recorded. This helped explain the issues under study in depth. However, the shortcomings of interviews were that they required much time with the respondents, yet they had busy schedules.

## Documentary review

Documentary analysis is texts which contain records of events, values, rules, and norms. Critical examination of information from the Iganga Municipal Council of annual reports, performance appraisal reports, and Municipal Council Reform Program among others was used in gathering and compiling data. These documents and reports helped to supplement and substantiate data obtained from other instruments.

## Data Collection Instruments

According to Kothari (2008), data collection instruments are the tools used by the researcher for data collection. They include interview guides, questionnaires, observation guides, and many others. During the study, both quantitative and qualitative data collection instruments were used. Quantitative instruments included questionnaires. Qualitative instruments included interview guides and a documentary review checklist.

## Self-Administered Questionnaire

Questionnaires were used to collect quantitative data. In this case, close-ended questionnaires were designed for the study, because they can facilitate quick responses from a large number of respondents (Kothari, 2004; Amin, 2005; Creswell, 2003). In addition, questionnaires were used because they increase the degree of reliability due to the many items in them and they enhance the chances of getting valid data, (Amin, 2005).

The questionnaire consisted of structured and semi-structured close-ended questions with predetermined answer options. It was administered to political leaders, members of boards and commissions, Heads of Sections, and other municipal staff supervisors and support staff.

because the questionnaire enabled the collection of a lot of data from many respondents in a short period. The researcher ensured maximum cooperation to get accurate information from the respondents as suggested by (Mugenda and Mugenda, 1999). The questionnaire was based on the five Likert scale technique whereby 5=strongly agree, 4=agree, 3=not sure, 2=disagree, and 1=strongly disagree to ease the respondent`s responses. A copy of the questionnaire is attached as Appendix I.

## Interview Guide

A semi-structured interview guide was designed and administered to heads of departments and employees from the projects and accounts department to capture in-depth qualitative data. According to Amin (2005), interviews have the advantage of generating more information through probing. In addition, interviews also allowed for clarification and capturing the facial expressions of the interviewees.

According to Neuman (2011), an interview schedule is a set of questions read to the respondent by an interviewer who also records responses. This consisted of structured or semi-structured questions administered purposively to Heads of Departments, heads of sections, and opinion leaders because they were more knowledgeable about performance management practices and employee performance. The researcher had a list of pre-determined questions to ask the respondents. A copy of the interview guide is attached as Appendix II.

## Documentary review checklist

This was used to collect secondary data and was guided by a documentary review checklist. Documents from Iganga Municipal Council annual reports, performance appraisal reports, and Municipal Council Reform Program, management reports with literature relevant to performance management practices and employee performance were analyzed as secondary sources of data to supplement primary data from surveys and interviews as supported by (Amin, 2005). The reviewed documents provided information that was used to support findings obtained through questionnaires and interview guides.

## Validity and Reliability

Data quality control measures were undertaken to ascertain the accuracy and consistency of the data collected—the data collection instruments were pre-tested to ensure validity and reliability. Validity and reliability are important concepts in the acceptability of the use of an instrument for research purposes. Validity refers to the appropriateness of the instrument in collecting the data that is supposed to be collected while reliability refers to its consistency in measuring whatever it is intended to measure (Amin, 2005).

## Validity of the Instrument

This refers to the appropriateness of the instrument. A research instrument is said to be valid if it measures what it is supposed to measure (Amin 2005). The validity of the instruments was tested using the Content Validity Index (CVI) by using expert judgment taking only the variable scoring above 0.70 accepted for social sciences (Amin, 2005).

The CVI was measured using the formula: CVI = No of items declared valid/Total no. of items.

### Table 2 Results of the content validity index

| Variables | Content validity index | Number of items |
|---|---|---|
| Performance planning | 0.8181 | 11 |
| Performance monitoring | 0.7272 | 11 |
| Rewards | 0.8181 | 11 |
| Employee performance | 0.7227 | 11 |

*Source: Primary data (2023)*

## Reliability of the Study Instrument

This refers to the ability of the instrument to collect the same and reliable data consistently after repeated trials or tests. An instrument is reliable if it produces the same results whenever it is repeatedly used to measure concepts from the same respondents even by other researchers (Amin, 2005). To ensure reliability, a questionnaire was pretested on a few respondents from Iganga Municipal Council at an interval of two weeks before it was taken out. This helped ensure that the research instrument yielded consistent results and also helped to identify questions that may be vague. This enabled the researcher to collect reliable data for a complete report.

## Data Collection Procedure

A letter of introduction was obtained from Team University which was used to obtain permission from the Iganga Municipal Council to allow the researcher to conduct the research. With permission, the researcher made appointments with the respondents on when to respond to the questionnaire.

## Data Analysis

Data analysis in qualitative research consists of preparing and organizing the data (i.e., text data as in transcripts, or image data as in photographs) for analysis, then reducing the data into themes through a process of coding and condensing the codes, and finally representing the data in figures, tables, or a discussion (Creswell, 2007). For this study, data collected was analyzed using both quantitative and qualitative techniques as indicated below:

## Quantitative Analysis

According to Sekaran (2003), when carrying out quantitative data analysis, a correlation is most appropriate in the natural environment of an organization with minimum interference by the researcher and no manipulation. A correlation coefficient was computed because the study entailed determining correlations between two variables (Oso & Onen, 2008). Data was analyzed using the Statistical Package for Social Scientists (SPSS) software. The Pearson correlation coefficient was used to determine the relationship between the dependent and independent variables. The 2-tailed significance value was used to determine the influence of the independent variables on the Dependent variables. Quantitative data will also be analyzed using frequencies and percentages.

## Qualitative Analysis

According to Creswell (2007), qualitative data analysis may be a description of both the story and themes that emerge from it. After data collection, responses were categorized according to themes based on study objectives. Thereafter the responses were coded, entered, and cleaned to minimize errors. In addition, thematic analysis was employed, thereby identifying all data that relates to the already classified patterns. The identified patterns were expounded on. All information that fits under the specific pattern was identified and placed with corresponding patterns and thereafter, data was combined into themes. Once the themes were developed, and the literature studied, the researcher formulated theme statements to develop a comprehensive report.

## Measurement of Variables

A nominal scale was used in assigning subjects of the study to certain categories which have no intrinsic values for example; variables of gender into male and female. This was used to obtain data such as personal information and, the department where one works among others.

The ordinal scale was used to measure variables for which categories are ordered according to a preference for example; the extent to which they agree with a statement can be measured by using the Likert scale which measures the perception, attitudes, values, and behaviors of individuals towards a given phenomenon that is; 5= Strongly agree; 4=agree; 3=not sure; 2= disagree; 1= strongly disagree, (Mugenda & Mugenda 1999) & Amin (2005).

## Ethical considerations

Throughout all phases of the research process, researchers are sensitive to ethical considerations (Creswell, 2007). These are especially important while negotiating entry to the field site of the research; involving participants in the study; gathering personal, emotional data that reveal the details of life; and asking participants to give considerable time to research projects. Ethical practices of the researchers recognize the importance of the subjectivity of their lens, acknowledge the powerful position they have in the research, and admit that the participants or the co-construction of the account between the researchers and the participants are the true owners of the information collected (Creswell, 2007).

The researcher introduced himself to authorities at the Iganga Municipal Council before data collection using a letter from the Institute. The researcher also explained the nature and purpose of the study. Information obtained from respondents was treated with confidentiality whereby they were not asked to indicate their names on questionnaires, and it was not revealed to any other person working with Iganga Municipal Council. In addition to this, the names of respondents were not written on questionnaires or interview guides all in a bid to build their confidence and trust. Informed consent of respondents was sought before application of the questionnaire and interview schedule. This is supported by Creswell (2003) who emphasized that respondents' consent should be sought before data collection.

## Results

### Response rate
### Table 3 Response rate

| Research instrument | Distributed/ Planned | Number collected/ conducted | Percentage |
|---|---|---|---|
| Questionnaires | 199 | 168 | 84 |
| Interviews | 15 | 13 | 87 |
| Total | 214 | 181 | |

In Table 3, out of 199 questionnaires distributed, 168 were collected, giving a response rate of 84%. In addition, out of the 15 planned interviews, 13 were conducted, giving a response rate of 87%. The overall response rate was 84% which is above the recommended two-thirds (67%) response rate (Amin, 2005; Mugenda and Mugenda, 1999). This indicates that the researcher was able to get adequate data to enrich his report.

Background characteristics of respondents
The section below presents the background characteristics of respondents according to age group,
Respondents according to age group

The following section presents respondents according to age group, department, education level, and number of years worked at Iganga Municipal Council.

## Table 4 Age group of respondents

| Age group | Frequency | Percentage |
|---|---|---|
| 20-30 | 42 | 23% |
| 31-40 | 88 | 49% |
| 41 and above | 51 | 28% |
| Total | 181 | 100% |

*Source: Primary data (2023)*

In Table 4, the majority of the respondents, 88(49%) were aged between 31 to 40 years. They were followed by respondents aged 41 and above years 51 (28%) and lastly 20-30 years 42(23%). This indicates that MC employees who participated in the study were of mature age and thus able to give reliable information for the study.

Respondents according to education level
During the study, the researcher established the education level of respondents to determine their ability to participate in the study and provide reliable data.

## Results are presented in Figure 1:
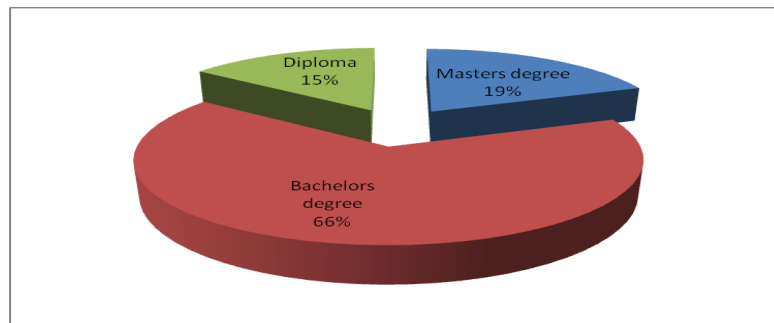


*Source Primary data (2023)*

Figure 1 indicates the level of respondents
Figure 1 indicates that the majority of the respondents (66%) held Bachelor's degrees, 19% held master's degrees, and 15% held diplomas. This indicates that all respondents possessed adequate education qualifications to enable them to understand questions and provide reliable data for a complete report.

Respondents according to the number of years worked
The researcher also asked respondents to indicate the years for which they had worked at Iganga Municipal Council.

## The responses obtained are indicated in the table below:
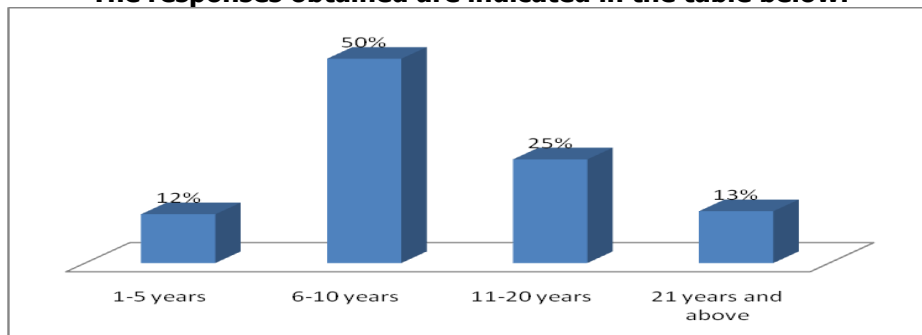


*Source: Primary data (2023)*

Figure 2 Number of years worked at Iganga Municipal Council

Figure 2 indicates that the majority of the respondents (50%) had worked at the Iganga Municipal Council for 6-

10 years. They were followed by those between 11 to 20 years. This indicates that most of them had worked at the Iganga Municipal Council for a period that was adequate for them to know performance management practices and employee performance at the Iganga Municipal Council.

**Empirical findings:**

During data analysis, respondents who agreed and those who strongly agreed were categorized together to indicate that they consented or agreed to the statement while those who disagreed and strongly disagreed were also combined to show respondents who disagreed with the statement.

To assess the effect of performance planning on employee performance in Iganga Municipal Council.

Twelve statements on performance planning were presented to respondents who were asked to rate them on a Likert scale whereby 5=Strongly Agree (SA), 4=Agree (A) 3=Not sure (NS),

2=Disagree(D) and 1=Strongly Disagree (SD)

### Table 5 Responses on performance planning and employee performance

| Performance planning | S A | A | NS | D | S D |
|---|---|---|---|---|---|
| Every year I create my performance goals together with my supervisor. | 49(39%) | 44(35%) | 8(6%) | 12(9%) | 14(11%) |
| Employee goals are decided by the supervisors. | 30((24%) | 52(41%) | 13(10%) | 20(16%) | 12(9%) |
| I understand the objectives of my job. | 42(33%) | 34(27%) | 13(10%) | 30(24%) | 8(6%) |
| My performance targets agree with my job description | 57(45%) | 39(31%) | 7(5%) | 18(14%) | 6(5%) |
| I have a performance agreement or plan for the current financial year. | 39(30%) | 53(42%) | 10(8%) | 15(12%) | 10(8%) |
| My supervisor and I agree on how well I have to do my job. | 40(32%) | 39(31%) | 12(9%) | 19(15%) | 17(13%) |
| I understand how my job contributes to the success of the Iganga Municipal Council | 48(38%) | 24(19%) | 9(7%) | 28(24%) | 18(14%) |
| I feel the work I do is valued | 57(45%) | 21 (16%) | 10(8%) | 23(18%) | 16(13%) |
| I feel free to take responsibility for managing my personal development and growth in the Iganga Municipal Council | 72(57%) | 28(22%) | 7 (5%) | 16(13%) | 4(3%) |
| After target setting, I develop a personal development plan with my supervisor | 60(47%) | 24(19%) | 4(3%) | 19(15%) | 20(15%) |
| I am satisfied with the opportunities I have to develop my career within Iganga | 20(19%) | 44(33%) | 8(6%) | 33(25%) | 22(17%) |
| There is a framework or tool for measuring individual performance in the Iganga | 53(42%) | 40(31%) | 7(5%) | 20(16%) | 7(6%) |

**Source: Primary data (2023)**

Results in Table 5 above indicate that the majority of the respondents create their performance goals together with their supervisor every year. This was confirmed by 93 (74%) while 26 (20%) disagreed, and 8 (6%) were not sure. In support of the above, one of the respondents had this to say;

*"My supervisor often calls for meetings in which we discuss goals for each project undertaken in the Iganga* Municipal Council *and set their performance measures."*

In addition, 82 (65%) of the respondents reported that employee goals are decided by the supervisors. However, 22 (25%) disagreed, while 13 (10%) were not sure. Asked whether they understood the objective of their job, 76 (60%) agreed, 38 (20%), disagreed and 13 (10%) were not sure. It is against this background that 96 (76%) reported that their performance targets agreed with their job description because they understood the objective of their

job. On the other hand, 24 (19%) disagreed and 7 (5%) were not sure.

Study findings further revealed that the majority of respondents have a performance agreement or plan for the current financial year. This was supported by 92 (72%) agreed, while 25(20%) disagreed, and 10 (8%) not sure. This was further supported by a respondent who had this to say; *"The Iganga* Municipal Council *staff have annual performance plans which guide them on the activities to perform each year."*

It was further found that staff members, together with their supervisors agree on how well they have to do their job as reported by 79 (63%) who agreed to the statement though 36 (28%) disagreed, and 12 (9%) were not sure. The researcher asked whether staff members understood how their jobs contribute to the success of the Iganga Municipal Council. In response, 72 (57%) agreed, 46

(38%) disagreed, and 9 (7%) were not sure. This indicates that employees' inputs have an immense impact on the success of the Iganga Municipal Council.

According to the study, 78 (61%) of the respondents agreed that they feel the work they do is valued, while 39 (31%) disagreed, and 10 (8%) were not sure. When employees' work is valued, they get motivated to improve performance. Therefore, the fact that the majority of the respondents agreed that their work is valued, is an indication that they feel appreciated and motivated to perform well. Study findings further revealed that 80 (79%) feel free to take responsibility for managing their personal development and growth in the Iganga Municipal Council. However, 20 (16%) disagreed, 7 (5%) were not sure. In addition, 84 (66%) reported that after target setting, they develop a personal development plan with the supervisor though 39 (30%) disagreed, and 4 (3%) were not sure. This was further supported by a respondent who had this to say;

*"After setting my targets, I often develop personal plans to guide me on how to execute my day-to-day activities to meet the set targets and goals."*

This means that developing personal plans helps employees meet the Iganga Municipal Council's goals. During the study, 64 (52%) agreed that they are satisfied with the opportunities they have to develop their career within the Iganga MUNICIPAL COUNCIL. However, 55 (42%) indicated that they are not satisfied with the opportunities to develop their career. Only 8 (6%) were not sure. This was further supported by a respondent who reported that:

*"Our bosses do not base on results from appraisals to develop employees' careers.*

*Therefore, training is not tailored to specific employees to boost performance."*

This indicates that the Iganga Municipal Council does not base on staff appraisals to prepare employee training. During the study 93 (73%) agreed that there is a framework or tool for measuring individual performance in the Iganga Municipal Council while 27 (22%) disagreed, and 7 (5%) were not sure.

**Table 6 Correlation matrix for performance planning and employee performance**

| | | Employee performance | Performance planning |
|---|---|---|---|
| Employee performance | Pearson Correlation | 1 | .488** |
| | Sig. (2-tailed) | | .003 |
| | N | 127 | 127 |
| Performance planning | Pearson Correlation | .488** | 1 |
| | Sig. (2-tailed) | .003 | |
| | N | 127 | 127 |

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

The results show that the correlation coefficient is 0.488(**) and its significance 0.003 which is less than 0.05 level of significance. This implied that performance planning has a moderately significant influence on employee performance. Therefore, according to the results, the alternative hypothesis that was earlier postulated is accepted.

## Discussion

Pearson's' correlation coefficient for performance planning and employee performance at Iganga Municipal Council was r=0.488(**) with a probability value of 0.003 which is less than 0.05 level of significance, showing a strong relationship between performance planning and employee performance. Under performance planning, employees prepare performance agreements and plans Study findings indicated that the majority of the employees at Iganga Municipal Council create performance goals together with their supervisors each year. This enables them to improve on performance as far as the Iganga Municipal Council's goals and objectives are concerned. This is supported by Armstrong (2001) who asserted that during performance planning, managers,

supervisors, and employees work together in identifying, clarifying, and agreeing upon the expectations. The study further revealed goals are decided by the supervisors which is also collaborated by Armstrong when he states that planning should involve setting performance goals and how they will be measured. This is again supported by Verbeeten (2007) who asserted that when one has clear and measurable goals, it will positively affect the quality and quantity of his or her performance.

According to the study, performance targets agree with employees' job description and they understood the objective of their job. The study further found that the majority of the employees in Iganga Municipal Council have a performance agreement or plan for the financial year. This is in the Circular Standing Instruction No.1 of 2010 which states that the objective of the performance agreement is to provide full accountability and demonstration and commitment to the achievement of the country's strategic goals as spelled in the National Development Plan. In addition, the study revealed that employees in the Iganga Municipal Council agree with, how well they have to do their job and most of them understand how their job contributes to the success of

Iganga Municipal Council. It was further noted that the majority of the employees in Iganga Municipal Council develop a personal plan with supervision. This is supported by the Integrated Performance Management Framework for Uganda Municipal Council which states that planning at an individual level should be guided by a performance plan that clearly outlines one's outputs, performance indicators, and performance targets. This was further supported by the fact that the majority of the respondents (73%) revealed that there is a framework or tool for measuring individual performance at the Iganga Municipal Council upon which measurement of performance is done.

## Conclusion

Performance planning highly affects employee performance in Iganga Municipal Council. Pearson correlation coefficient of 0.488** with a significance level of 0.003 confirms the stated conclusion. The conclusion was based on the fact that components of performance planning which include setting performance goals, developing individual development plans, and performance measurement are responsible for target achievement, a key indicator of employee performance at the Iganga Municipal Council. Therefore, if performance planning is properly done, the resultant situation is a great improvement in employee performance.

## Limitations of the study

Some respondents, especially Heads of Departments, heads of sections, and opinion leaders were difficult to get due to busy work schedules. However, the researcher made appointments with them to solve this problem.

Negative attitude by some respondents, who thought that the results would be used to judge their performance at the workplace. The researcher explained to them that the study is purely for academic purposes and that the information provided would treated with utmost confidentiality to encourage all selected respondents to fully participate in the study.

## Recommendations

The study recommends that the Iganga Municipal Council should strengthen the framework or tool used for measuring individual performance. Components such as education and working experience should be considered while measuring employee performance. This is because they are key in determining the level of one's performance.

## Acknowledgment

## List of abbreviations

BSC: Balanced Score Card
GOU: Government of Uganda
IFMS: Integrated Financial Management System
IPMF: Integrated Performance Management Framework
IPPS: Integrated Personnel and Payroll System
MC: MUNICIPAL COUNCIL
MBOs: Management by Objectives
MDAs: Ministries, Departments, Agencies
PSRP: MUNICIPAL COUNCIL Reform Programme
ROM: Result Oriented Management

## Source of funding

## Conflict of interest

## Author Biography

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