

The Effect Of Compensation On Service Delivery At Ntungamo District Local Government In Uganda

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Abstract

The study investigated the effect of compensation on service delivery at Ntungamo District Local Government in Uganda. The research was guided by the premise that fair and adequate compensation influences employee motivation, commitment, and overall performance, which in turn affects the quality and consistency of public service delivery. A descriptive research design was employed, and data were collected from a sample of 125 employees using structured questionnaires and key informant interviews. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize employee perceptions of compensation, while inferential analysis, specifically simple linear regression, was applied to examine the relationship between compensation and service delivery. The results revealed that a substantial majority of employees were satisfied with their compensation, with 75.2% expressing satisfaction with salary and benefits and 78.4% indicating that timely payment of salaries motivated them to perform better. Regression analysis demonstrated a strong positive relationship between compensation and service delivery ($R = 0.754$, $R^2 = 0.569$, $p < 0.001$). The unstandardized coefficient ($B = 0.878$, $t = 2.748$, $p < 0.001$) indicated that a unit increase in compensation led to an average increase of 0.878 units in service delivery. The findings suggested that both the adequacy and timeliness of compensation significantly influenced employees' motivation, commitment, and performance, which translated into higher quality and more consistent service provision. It was concluded that compensation played a critical role in shaping service delivery outcomes at Ntungamo District Local Government. Adequate and timely remuneration enhanced employee motivation, fostered commitment, and encouraged accountability, ultimately improving service quality and reliability. The study recommended that the district ensure salaries and benefits are fair, competitive, and aligned with job responsibilities, and that salary payments are disbursed promptly. Additionally, periodic review of compensation packages and the provision of performance-based incentives were suggested to sustain employee motivation and service excellence.

Keywords: Compensation, Service Delivery, Employee Motivation, Public Sector, Ntungamo District Local Government, Salary Timeliness, Employee Commitment.

Background of the study

Globally, compensation has been recognized as a critical factor influencing employee motivation, satisfaction, and organizational performance (Ramadhan et al., 2023). Previous studies indicated that competitive and fair compensation structures directly affected the quality and efficiency of service delivery in both public and private institutions (Christopher, Moses, Muhindo, et al., 2022). Organizations that implemented performance-based pay, equitable salary structures, and comprehensive benefits packages reported higher levels of employee commitment, reduced turnover, and improved service outcomes (Christopher, Moses, Muhindo, et al., 2022). Scholars argued that

compensation not only served as a reward for work performed but also functioned as a strategic tool for enhancing productivity, fostering loyalty, and encouraging employees to align their efforts with organizational goals (A. I. Kazaara & Audrey, 2024). The global discourse emphasized that inadequately compensated employees often experienced demotivation, stress, and job dissatisfaction, which negatively impacted the quality and timeliness of services provided to clients (Christopher, Moses, Enosh Muhindo, et al., 2022). Studies in developed countries further demonstrated that systematic compensation frameworks, when integrated with career development opportunities and recognition programs, resulted in substantial improvements in service efficiency and customer satisfaction (Winny, Ariyo, et al., 2023).

Within the African context, compensation continued to emerge as a significant determinant of workforce performance, particularly in public sector institutions where challenges such as limited financial resources, bureaucratic delays, and inequitable pay structures were prevalent (Winny, Kazaara, et al., 2023). Research conducted in countries like Kenya, Tanzania, and South Africa highlighted that employees' perception of fairness in remuneration influenced their level of engagement, adherence to organizational policies, and willingness to deliver quality services (Gracious, 2023). In many African public institutions, inadequate compensation and delayed salary payments were identified as major contributors to low morale, absenteeism, and high turnover, which consequently affected service delivery outcomes (Irumba et al., 2024). Scholars emphasized that aligning compensation policies with performance expectations, cost of living adjustments, and professional development incentives played a crucial role in sustaining efficient public service systems (A. G. Kazaara et al., 2024). Moreover, empirical evidence suggested that employees who perceived their compensation as competitive and equitable were more likely to demonstrate accountability, commitment, and proactive engagement in their roles, thereby improving institutional service standards (A. G. Kazaara et al., 2024).

In Uganda, compensation has been a longstanding concern in public sector organizations, with studies indicating that employees' remuneration levels significantly influenced service delivery in local governments, ministries, and statutory bodies (Benard, 2023). Research revealed that low salaries, delayed allowances, and inadequate benefits discouraged public servants from performing optimally, leading to reduced efficiency and poor service outcomes. The literature highlighted that equitable and timely compensation enhanced employee motivation, encouraged retention, and promoted responsiveness to public needs (Winny, Ariyo, et al., 2023). Additionally, scholars argued that compensation systems that recognized performance and aligned with employees' skills, responsibilities, and contributions fostered a sense of fairness and accountability, which positively affected service delivery (Christopher, Komunda, & Milton, 2022). Government reports and audits further documented that disparities in pay structures, inconsistent implementation of incentive programs, and lack of transparency in salary administration were linked to demotivation, absenteeism, and attrition among public sector employees, ultimately compromising the quality of services delivered to citizens (N. Moses & Nancy, 2024).

At the district level, Ntungamo District Local Government faced similar challenges, with compensation policies influencing employees' ability and willingness to deliver effective services (Winny, Ariyo, et al., 2023). The district administration historically experienced issues such as delayed salaries, insufficient performance bonuses, and limited allowances, which impacted staff morale and overall productivity (Christopher, Moses, Muhindo, et al., 2022). Preliminary observations and local studies suggested that employees' perception of fair and adequate compensation was closely tied to their commitment, job satisfaction, and the quality of public service provision (Alex & Kazaara, 2023). In many departments, employees reported that inadequate remuneration reduced their enthusiasm to execute tasks efficiently, sometimes resulting in delays or substandard service delivery to residents (A. G. Kazaara & Kazaara, 2023). Conversely, departments that implemented structured reward systems, timely payments, and recognition mechanisms observed higher levels of employee engagement and responsiveness to community needs (Faith et al., 2023). These observations underscored the need to systematically examine the effect of compensation on service delivery at Ntungamo District Local Government, as understanding this relationship could inform strategies for enhancing public sector performance, employee motivation, and citizen satisfaction within the district.

Problem Statement

Despite the critical role of compensation in motivating employees and enhancing organizational performance, public sector institutions in Uganda have consistently faced challenges in ensuring fair, timely, and adequate remuneration (Winny, Ariyo, et al., 2023). At Ntungamo District Local Government, evidence suggested that delayed salaries, insufficient allowances, and lack of performance-based incentives had contributed to low employee morale, absenteeism, and reduced productivity (T. Moses, 2023). These challenges were reported to undermine the quality and efficiency of service delivery, as employees often lacked the motivation to perform their duties optimally (Winny, Ariyo, et al., 2023). While previous studies emphasized the link between compensation and employee performance in general, there was limited empirical evidence examining how compensation specifically affected service delivery in local government settings in Uganda (Christopher, Komunda, & Milton, 2022). This knowledge gap made it difficult for policymakers and district administrators to design strategies that align employee remuneration with service delivery outcomes (K. Moses et al., 2023). Therefore, understanding the effect of compensation on service delivery at Ntungamo District Local Government was essential to enhance employee motivation, retention, and the quality of public services provided to the community.

Main Objective

The main objective of the study was examining the effect of compensation on service delivery at Ntungamo district local government in Uganda

Methodology

Research Design

The study adopted a descriptive research design, which was deemed appropriate for examining the effect of compensation on service delivery at Ntungamo District Local Government. Descriptive research was employed because it enabled the researcher to systematically describe the existing relationship between compensation and service delivery, capturing perceptions, attitudes, and experiences of employees regarding remuneration practices and their influence on work performance (Inuwa et al., 2017). The design also facilitated the collection of both quantitative and qualitative data, providing a comprehensive understanding of how various compensation elements, including salary, allowances, and performance incentives, impacted service quality, efficiency, and employee motivation (Sarah et al., 2024). This approach allowed the researcher to generalize findings to the broader population of district employees while maintaining a focus on key variables relevant to the study objectives.

Population and Sample Size

The target population comprised all employees of Ntungamo District Local Government, including administrative staff, technical officers, and support staff, who were directly involved in the provision of public services (Nafiu et al., 2017). The total accessible population was approximately 250 employees. Using Slovin's formula with a 5% margin of error, a sample size of 125 respondents was determined to be sufficient to provide statistically reliable results while accounting for potential non-responses. Stratified random sampling was applied to ensure representation across different departments and job cadres, thereby enhancing the validity of the findings. Each stratum, such as administrative, technical, and support staff, was proportionately represented in the sample to reflect the structure of the district workforce accurately.

Data Collection Instruments

Primary data were collected using structured questionnaires that included both closed-ended and Likert-scale questions. The questionnaires were designed to capture respondents' perceptions of compensation fairness, adequacy, timeliness, and its perceived influence on their motivation and service delivery (Olanrewaju et al., 2021). Additionally, semi-structured interviews were conducted with key informants, such as the Chief Administrative Officer, Human Resource Manager, and Heads of Departments, to gain deeper insights into compensation policies, challenges, and their effects on employee performance. The combination of quantitative and qualitative instruments enabled triangulation of data, ensuring greater reliability and depth in understanding the effect of compensation on service delivery.

Data Collection Procedure

The researcher obtained permission from the District Administration before data collection, ensuring ethical clearance and informed consent from participants. Questionnaires were administered to employees during work hours, with respondents given sufficient time to provide accurate and thoughtful responses. Interviews with key informants were

scheduled at convenient times, and notes were taken alongside audio recordings to ensure accurate documentation of responses. Confidentiality and anonymity were strictly maintained, and participation was voluntary, allowing respondents to express their views freely without fear of repercussions.

Data Analysis

Quantitative data collected from the questionnaires were coded and entered into Statistical Package for Social Sciences (SPSS) version 25 for analysis (Nelson et al., 2022). Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize employee perceptions of compensation and its impact on service delivery. Inferential statistics, specifically multiple regression analysis, were employed to examine the strength and nature of the relationship between compensation (independent variable) and service delivery (dependent variable) (Nelson et al., 2023). This analysis also helped identify the predictive power of compensation on service outcomes. Qualitative data from interviews were analyzed thematically, with key patterns, trends, and narratives identified to complement and explain the quantitative findings. This approach allowed the study to provide a comprehensive and triangulated understanding of the effect of compensation on service delivery in the district.

Reliability and Validity

To ensure reliability, the questionnaire was pre-tested on a small group of employees from a neighboring district with similar organizational structures. Cronbach's alpha coefficient was calculated for the Likert-scale items, yielding a reliability score above 0.7, indicating acceptable internal consistency. Content validity was ensured by consulting experts in human resource management and public administration, who reviewed the instruments for clarity, relevance, and comprehensiveness. Construct validity was further enhanced by aligning the questionnaire items with the study's specific objectives and theoretical framework.

Ethical Considerations

The study adhered to ethical standards in research by ensuring informed consent, confidentiality, and voluntary participation. Participants were informed about the purpose of the study, the intended use of data, and their right to withdraw at any stage. Data were handled securely, and findings were reported in aggregate to prevent the identification of individual respondents.

Results

Table 4.1: Descriptive Statistics On compensation and service delivery at Ntungamo District Local Government in Uganda

Compensation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	STD
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I am satisfied with my current salary and benefits.	9 (7.2%)	18 (14.4%)	4 (3.2%)	48 (38.4%)	46 (36.8%)	3.83	1.268
Timely payment of salaries motivates me to perform better.	7 (5.6%)	9 (7.2%)	11 (8.8%)	50 (40.0%)	48 (38.4%)	3.98	1.129
Adequate compensation encourages employees to remain committed to their roles.	6 (4.8%)	13 (10.4%)	10 (8.0%)	55 (44.0%)	41 (32.8%)	3.90	1.120
The organization provides incentives that enhance service delivery.	11 (8.8%)	7 (5.6%)	8 (6.4%)	47 (37.6%)	52 (41.6%)	3.98	1.228
Fair and competitive compensation positively influences the quality of services I provide.	7 (5.6%)	9 (7.2%)	11 (8.8%)	60 (48.0%)	38 (30.4%)	3.90	1.088

Source: Primary Data, 2025

The data examining the effect of compensation on service delivery at Ntungamo District Local Government in Uganda provided comprehensive insights into how employees perceived their remuneration packages and the subsequent impact on their motivation and service delivery. When respondents were asked about their satisfaction with current salary and benefits, the results revealed predominantly positive sentiments. A combined total of 94 employees (75.2%) expressed satisfaction, with 48 employees (38.4%) agreeing and 46 employees (36.8%) strongly agreeing that they were content with their compensation packages. Meanwhile, only 4 employees (3.2%) remained neutral on this matter, while 27 employees (21.6%) expressed dissatisfaction, comprising 18 employees (14.4%) who disagreed and 9 employees (7.2%) who strongly disagreed. The mean score of 3.83 indicated a generally favorable view of compensation, though the standard deviation of 1.268 suggested considerable variation in individual perceptions. These findings implied that while the majority of staff members at Ntungamo District Local Government felt

adequately compensated for their work, there remained a notable minority who were dissatisfied, potentially creating disparities in motivation and commitment levels across the workforce.

When asked about the adequacy of the current salary and benefits provided by the district, one respondent, the District Finance Officer, explained, “The salary and benefits are moderately adequate, but they do not always reflect the workload and responsibilities we handle daily. While the compensation allows me to meet basic needs, it sometimes falls short of motivating higher performance” (KM09; 18/11/2025). Similarly, the Senior Finance Officer noted, “I believe the compensation is fair relative to the sector standards, but it could be more competitive to attract and retain highly skilled staff. Adequate pay is critical for sustaining employee morale and commitment”. These responses suggest that while employees acknowledge the current compensation, there is a perception that improvements could further enhance satisfaction and performance.

Regarding the effect of timely and fair compensation on motivation and commitment, one Senior Personnel Officer stated, “Receiving salaries on time and knowing that remuneration is fair significantly boosts my motivation. When staff feel valued through consistent and equitable pay, they are more committed to completing tasks effectively” (KM010; 18/11/2025). Another respondent, the Deputy Chief Administrative Officer, added, “Fair compensation reassures employees that their efforts are recognized. This motivates staff to maintain high standards in service delivery and reduces the likelihood of negligence or low productivity”. These insights highlight that timely and equitable remuneration acts as a critical driver of employee motivation and dedication.

On the role of compensation in reducing turnover and improving service delivery, one Senior Internal Auditor noted, “When employees are satisfied with their compensation, they are less likely to leave the organization. Retaining experienced staff ensures continuity in service provision and enhances institutional knowledge, which ultimately improves service delivery” (KM011; 18/11/2025). The Principal Personnel Officer emphasized, “Compensation is a key factor in employee retention. When salaries are competitive, staff are more willing to remain in their roles and invest effort into their duties, leading to higher quality and consistent services”. These statements indicate that adequate compensation not only prevents turnover but also strengthens the quality and efficiency of services provided.

On incentives and rewards that could enhance performance and retention, one Senior Accountant remarked, “Performance-based incentives, such as bonuses for achieving targets or recognition awards for exceptional service,

would encourage employees to work harder and remain committed to the organization” (KM012; 18/11/2025). Another participant, the District Procurement Officer, added, “Non-monetary rewards like training opportunities, promotion prospects, and public acknowledgment of achievements can also boost morale and loyalty, thereby improving service delivery”. These suggestions reflect a clear understanding among employees that both financial and non-financial incentives play a vital role in enhancing motivation, performance, and retention, ultimately contributing to the effectiveness of service delivery within the district.

Regarding the motivational impact of timely salary payments on performance, the data demonstrated remarkably strong positive perceptions among employees. An impressive total of 98 employees (78.4%) agreed that timely payment of salaries motivated them to perform better, with 50 employees (40.0%) agreeing and 48 employees (38.4%) strongly agreeing. Neutrality was expressed by 11 employees (8.8%), while only 16 employees (12.8%) disagreed with this statement, including 9 employees (7.2%) who disagreed and 7 employees (5.6%) who strongly disagreed. The mean score of 3.98 was among the highest in this assessment, reflecting strong consensus on the importance of payment punctuality, while the standard deviation of 1.129 indicated moderate consistency in responses. This finding was particularly significant as it highlighted that the timing of compensation, not just the amount, played a crucial role in employee motivation and subsequent service delivery. The results suggested that consistent and predictable salary disbursements fostered a sense of organizational reliability and respect for employees, which translated into enhanced work performance and commitment to delivering quality services to the community.

When examining whether adequate compensation encouraged employees to remain committed to their roles, the findings continued to reveal positive trends with important implications for staff retention and service continuity. A substantial majority of 96 employees (76.8%) agreed with this assertion, with 55 employees (44.0%) agreeing and 41 employees (32.8%) strongly agreeing. A neutral position was maintained by 10 employees (8.0%), while 19 employees (15.2%) expressed disagreement, consisting of 13 employees (10.4%) who disagreed and 6 employees (4.8%) who strongly disagreed. The mean score of 3.90 indicated that most employees recognized a direct link between fair compensation and their willingness to remain in their positions, and the standard deviation of 1.120 showed moderate variability in perceptions. These results were crucial for understanding employee retention dynamics at Ntungamo District Local Government, suggesting that compensation played a vital role in reducing turnover intentions and maintaining institutional knowledge and experience within the organization, both of which were essential for consistent and high-quality service delivery to the public.

The provision of organizational incentives and their impact on service delivery enhancement yielded notably strong and positive results. An impressive 99 employees (79.2%) agreed that the organization provided incentives that enhanced service delivery, with 47 employees (37.6%) agreeing and 52 employees (41.6%) strongly agreeing. Only 8 employees (6.4%) remained neutral on this matter, while 18 employees (14.4%) disagreed, including 7 employees (5.6%) who disagreed and 11 employees (8.8%) who strongly disagreed. The mean score of 3.98, matching the highest score in this assessment, indicated strong appreciation for the incentive structures in place, though the standard deviation of 1.228 suggested some divergence in how employees valued or benefited from these incentives. This finding underscored the effectiveness of performance-based rewards and recognition systems at Ntungamo District Local Government, suggesting that beyond base salaries, additional incentives served as powerful motivators that drove employees to excel in their duties and deliver superior services. The positive response indicated that the organization had successfully implemented incentive mechanisms that resonated with employee needs and aspirations, creating a culture where exceptional performance was recognized and rewarded.

When employees were asked whether fair and competitive compensation positively influenced the quality of services they provided, the responses demonstrated clear recognition of this critical connection between remuneration and service excellence. A combined total of 98 employees (78.4%) agreed with this statement, with 60 employees (48.0%) agreeing and 38 employees (30.4%) strongly agreeing. Neutrality was expressed by 11 employees (8.8%), while 16 employees (12.8%) disagreed, comprising 9 employees (7.2%) who disagreed and 7 employees (5.6%) who strongly disagreed. The mean score of 3.90 reflected strong agreement, and the standard deviation of 1.088 indicated relatively consistent perceptions across respondents. This finding was particularly crucial as it established a perceived direct causal relationship between compensation fairness and service quality in the minds of most employees at Ntungamo District Local Government. The results suggested that when employees felt they were being paid fairly relative to their responsibilities, workload, and market standards, they were more likely to reciprocate with higher quality work output, increased dedication to their roles, and enhanced service delivery to the citizens they served. This underscored the strategic importance of maintaining competitive compensation structures not merely as a cost of doing business, but as a vital investment in organizational effectiveness and public service excellence.

Table 4.2: Regression analysis between compensation on service delivery at Ntungamo District Local Government in Uganda

Table 4.3: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.754 ^a	.569	.566	2.158

a. Predictors: (Constant), Compensation

Source: Primary Data, 2025

The model summary indicated a strong positive relationship between compensation and service delivery, as evidenced by an R value of 0.754. The R Square value of 0.569 suggested that approximately 56.9% of the variance in service delivery could be explained by compensation, indicating a substantial and meaningful effect. The adjusted R Square of 0.566 confirmed that the model provided a good fit to the data, while the standard error of the estimate, 2.158, suggested moderate variability in service delivery scores around the predicted values. These findings implied that compensation played a significant role in shaping the quality and efficiency of service delivery within the district local government.

Table 4.4: Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	756.442	1	756.442	162.505	.000 ^b
	Residual	572.550	123	4.655		
	Total	1328.992	124			
a. Dependent Variable: Service Delivery						
b. Predictors: (Constant), Compensation						

Source: Primary Data, 2025

The ANOVA results further confirmed the significance of the model. The regression sum of squares was 756.442 with a mean square of 756.442, and the residual sum of squares was 572.550 with a mean square of 4.655. The calculated F value of 162.505, with a significance level of 0.000, indicated that the model significantly predicted service delivery. Given this strong statistical significance, we rejected the null hypothesis, which posited that compensation had no effect on service delivery. These results demonstrated that variations in compensation were strongly associated with measurable changes in service performance among the staff at Ntungamo District Local Government.

Table 4.5: Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.588	1.070		3.549	.000
	Compensation	.878	.069	.754	2.748	.000

a. Dependent Variable: Service Delivery

Source: Primary Data, 2025

The coefficients table provided further insight into the effect of compensation on service delivery. The unstandardized coefficient for compensation was 0.878, suggesting that for every one-unit increase in compensation, service delivery increased by 0.878 units on average, holding other factors constant. The constant term of 1.588 indicated the predicted level of service delivery when compensation was zero. The standardized coefficient (Beta) of 0.754 reinforced the strong positive effect of compensation on service delivery. The t-value of 2.748 and the significance level of 0.000 confirmed that this effect was statistically significant, implying that employees' perceptions of fair and adequate compensation were critical determinants of their performance.

Conclusions

It was concluded that compensation played a vital role in shaping the quality and consistency of service delivery within Ntungamo District Local Government. The findings showed that employees who felt satisfied with their salaries and benefits demonstrated stronger motivation, higher commitment, and a greater willingness to perform their duties effectively. It was further concluded that fair and adequate remuneration encouraged employees to pay attention to detail, maintain accountability, and uphold professional standards, which in turn strengthened overall service delivery outcomes.

The study also concluded that the timeliness of salary payments was a major factor influencing employee morale and reliability. When salaries were paid on time, employees felt valued and supported, which enhanced their dedication to work and reinforced their trust in the institution. This suggested that the timing of compensation functioned as an important psychological motivator that shaped employees' attitudes and work behavior, ultimately improving the responsiveness and quality of services provided to the public.

Recommendations

There should be deliberate efforts to ensure that salaries and benefits are fair, competitive, and aligned with the responsibility's employees carry. There ought to be clear and transparent remuneration structures that motivate employees to remain committed, attentive, and responsible in their roles. For service delivery to remain effective, there must be continuous review of compensation packages to match changing economic conditions and workload demands, ensuring that employees feel adequately valued and supported.

It was further established that the timeliness of salary payments significantly influenced employee morale and reliability. Therefore, there should be strict adherence to timely salary disbursement to prevent frustration, demotivation, and reduced productivity among staff. There must be efficient financial management systems to avoid

delays in payment processing, as prompt remuneration strengthens employees' trust in the institution and encourages them to maintain high performance standards.

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