

Performance Management and Job Satisfaction in Public Security Organisations in Uganda: A Case Study of the Criminal Investigations Directorate Headquarters

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Introduction

The study was about performance management and employee job satisfaction in public security organisations, using Criminal Investigations Directorate (CID) Headquarters as the case study. Public security is a very sensitive area the maintenance of which several institutions participate in. Public security is a function of government assurance of the protection of its citizens and persons within their territory against threats to their wellbeing and the prosperity of their communities. The organisations in Uganda responsible for ensuring public security are the Uganda Peoples Defence Forces (UPDF), Uganda Police Force and their intelligence organs, and the Internal and External Security Organisations.

The Uganda Police Force, principally, has the mandate of maintaining security on behalf of the government. Its functions are to protect life and property, to preserve law and order,

to prevent and detect crime, and to cooperate with civilian authority and other security agencies established under the 1995 Constitution and the Police Act Cap 303.

Study objectives

The study was guided by the following objectives;

1. to examine how the CID sets performance goals at the Headquarters,
2. to assess how the CID conducts performance appraisal at the Headquarters
3. to examine how the CID utilises performance appraisal outcomes at the Headquarters.

Methodology

The study used a survey and descriptive design and applied both qualitative and quantitative. A sample of 95 respondents was selected based on the phenomenological approach, and using purposive and random sampling techniques.

Key findings

The study revealed goals are set based on the parameters of measurability, reliability, and attainability, and time-boundness. It was found out that supervisors encouraged their staff by command, appreciation, delegation, promotion, and rewards; that officers were subjected to training to boost performance. Appraisal enabled the senior management to determine the

recent and current level of employee performance and forecast the future output; gave a picture that was relied upon to evaluate the contribution police officers made and enabled the management to communicate to the officers how they performed.

Recommendations of the study

The study recommended that there should be streamlining of the employee appraisal process to enable proper goal-setting and to create confidence among the staff in the fairness of the appraisal process.

It also recommended that more officers should be taken for further training to make them better performers.

Key references

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