

**THE IMPACT OF EMPLOYEE WELFARE ON ORGANIZATIONAL
PERFORMANCE OF TORORO CEMENT COMPANY, UGANDA**

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**A RESEARCH DISSERTATION SUBMITTED TO THE SCHOOL OF APPLIED
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DECLARATION

I MUGERWA RICHARD declare that this report is as a result of my own effort and has not been presented to any other university for any award.

MUGERWA RICHARD

BHR/26909/113/DU

Signature.....

Date.....

APPROVAL

This report has been done under my supervision and submitted to the school of business and management with my approval as a supervisor.

MR MBAGO RONALD

(Supervisor)

Signature.....

Date.....

DEDICATION

I dedicate this research in full gratitude my father, Mr. Kafeero Benard, Mr. Salongo Ssali, my late Mother Matusa and elder brothers Ms Nowerena my sister Demintirea for what they have done for me both materially and spiritually and for believing in me despite all odds. In all humility, this dedication is my humble recognition of your importance to me and my destiny.

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ABSTRACT

According to the researcher's analysis he defined employee welfare as anything that is done to comfort and improves employees and is provided over the wage which helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration.

Chapter two is all about review of previous literatures on the subject under study. This literature was got from various textbooks, personal magazines, journals, internet and report from Tororo Cement Company. From this literature, it was confirmed that, employee welfare is as important as employees themselves since if employees are not well motivated then the organizations will not achieve its objective.

In chapter three different methods of data collection were employed, that is questionnaires' and review of past literature generated from secondary data. The study population comprises of 71 employees out of which 60 were to be selected as the sample and the sample consisted of the top management and lower level of employees from all the departments of the organization. Unfortunately only 60 employees were selected because most of them had gone for further studies and others for leave.

The study set out to find out what employees think about welfare. Therefore the findings in chapter four clearly indicated that welfare is necessary, however the obstacles identified by the respondents to employee welfare were still remain a challenge and these are; lack of support from the top management, lack of funds and incompetence of trainers, inconsistency between employee welfare and organization objectives.

In a nutshell, Chapter five contains the discussion of findings conclusion and recommendation about finding of the study. The conclusive point was that employee welfare has impact on the employee performance in the organization, a reason as why the researcher recommended that, employees welfare should be maintained and improved at Tororo Cement Company for this brings up the spirits of worker closer to organizational goals and objectives. This in turn brings high organizational performance

CHAPTER ONE

INTRODUCTION

Back ground of the Study

Employee welfare may be defined as the wellbeing of the employees or workers in an organizational setting. Employee and employers have to put in place health and safety measures to ensure that the workers wellbeing is considered in the organizational setting, (Walters, 1998), Previously employees have been working especially during the industrial revolution where employers only considered pay and rewards as a way of care for their employees. That as long as they are well paid all their work performance wellbeing would be solved, (Taylor 1915). And they forgot other factors like motivation and job security in organizational performance. Employee welfare in general, these are the benefits that an employee must receive from his/her company, like allowances, housing for those companies who provides, transportation, medical, insurances, food and some other way where the employee has rights to demand.

Over time the trend has been changing and far most organization are considering employee welfare in a more human related model. Organizations look at health and safety measures as well as social wellbeing of the employees within the organization. (Maslow,1949). Maslow considered needs of employees' according to hierarchy and if followed them their wellbeing would be satisfied. Employees also need to be motivated and rewards this leads to improved performance leading to job satisfaction, (Chandan 1999).

In developing countries which are characterized by small and medium economies have high rates of employee grievances which are welfare related as compared to larger enterprises, (Nichols 1995). Therefore this calls for more safety measures and welfare dimensions in order to secure a perfect health and safety environment. Many companies have started to adopt policies, a human related way to ensure that their employees are comfortable at the work place, (Mayo 1989).

Trends have been changing over time and new organizations or companies have realized that the human resources play a cardinal part towards the organization performance. Many organizations have realized that there is need to create a comfortable and safe environment that cares for employees health and safely letting alone remuneration which has to be fast and fair, regulations as regards safety,(Weber 1921).

Employees should not be subjected to dangerous and hazardous work without protective gears, (Fayol 1921). Where one is shared and employees are not over loaded by their employers. Many industries have adopted the use of skilled and qualified human resource personnel to carry out employee welfare activities, (Spitzer1996). With such inventions better organizational performance will be achieved, (Henemet et al 2004).

Statement of the Problem

Employee welfare goes beyond remuneration and compensation of employees, (Taylor 1915). Organizations ought to realize that employees are the most important assets in an organization and their wellbeing often tallies with productivity, in many organizations to day employees whose wellbeing is not considered have continuously exhibited demotivation leading to poor performance. And this has prompted the researcher to find out whether employee welfare if planned as a purposeful activity that could increase employs performance on organization, (Henemet et al 2004).

Organizations therefore have to realize that the welfare activities of employees have to be put into consideration for any organization to achieve its goals, objectives, mission, values as well as its visions, as employees are regarded as the driving force towards its industries performance. Therefore welfare policies, packages, procedures, rules and regulations are considered. This is the basis from which the researcher seeks to examine the impact of employee welfare and performance of industries in Tororo, Uganda.

Purpose of the Study

The study aimed at examining the impact of employee welfare on the overall organizational performance of Tororo Cement Company limited.

Objectives of the Study

1. To examine the welfare approaches used to organizational performance at Tororo Cement Company in Tororo Uganda.
2. To find out the level of organizational performance in Tororo Cement Company Tororo, Uganda.
3. To determine the relationship between employee welfare and organizational performance.

Research Questions

1. What are the causes of poor employee performance?
2. What are the various employee welfare approaches in relation to organization approaches?
3. What is the impact of employee welfare on organizational performance?

Scope of the Study

The study focused on employee health and safety of an industry and how their wellbeing influences employee performance. The study was based in Tororo Cement Company in Hoima district, because the company is a well established industry with a big labor force. Hence it provided adequate analysis to the study.

Significance of the Study

This study was be beneficial in the following

The study helped the industry managers at Tororo cement to ensure that employee's welfare is incorporated and strengthened in organizational policies and procedures. This further enabled the organization to foster effectiveness and efficiency in delivering service to the beneficiaries.

The research helped policy-makers to be sensitized on the need to develop policies that sought to provide better welfare for improved performance organizations.

Through the provision of social services to the beneficiaries in form of various aspects such as reward, health allowance by the organization enabled the employees to produce items that were acceptable to the consumers in various societies.

The information was further used for research by various individuals within the university, organization and other community members who used it as reference to improve on employees' welfare in different organizations.

The study also opened up areas for further research, in line with welfare and organizational performance.

The study also provided the researcher with more knowledge concerning welfare and performance in organizations.

CHAPTER TWO

LITERATURE REVIEW

Introduction

In this chapter the researcher reviewed existing literature which included textbooks, journals, news papers, speeches and so many others. It looked at the different procedures, measures, policies, incorporated to ensure a safe and healthy working environment.

Employee Welfare

Employee welfare may be defined as the wellbeing of an employee or ensuring a comfortable working environment in a given organization setting. Employee welfare encompasses all the activities that surround the workers working environment and may affect its productivity. (*Gary Johns, 1986*)

Employee welfare in general, refers to the benefits that an employee must receive from his/her industry, like allowances, housing for those companies who provides, transportation, medical, insurances, food and some other way where the employee has rights to demand. (*Michael Armstrong, 2001*)

Employee Health and Safety

John J Machnious (2002) asserts that, Employee health and safety may be defined as a situation where workers' working environment does not affect health status of employees. The worker or employee is not subject to hazardous/ dangerous work that may endanger his/ her health in the near future,

Safety on the other hand looks at having employees cautioned and protected against such hazardous conditions such as dangerous machines, acid, dangerous fumes, and smoke among others. Recent survey conducted by safety professionals suggest that an injury free environment creates a positive employee attitude and sense of awareness and responsibility. This creates high quality and low production costs due to decreased rework and scrap, loss time, work's compensation and lost work day. (*Boeing*

commercial air plane group, Seattle Washington USA 2008).therefore this has made many companies to come up with safety improvement process that will help to ensure a comfortable working environment. Companies such as *IBM AND* Boeing in USA have adopted.

Healthy and Safety Improvement Process

The safety improvement process is a behavioral- based approach strategy based on the following criteria. The organization should adopt the healthy and safety concepts in which healthy and safety is a system issue and not a personnel issue. This means that organizations have to realize that healthy and safety procedures ought to be incorporated on the company's policy procedures, rules and regulations. It should not be neglected and only left to the personnel or human resource department meant to handle. Therefore enforcing such strategies in an organization policy will help to improve on the worker's health and safety in the working environment. Glasscock, sue and kimmy (1996).

Direct forces; this means that organization should focus on behavioral actions of performance of individuals. The organization should justify the various employee behaviors leading to a healthy and safe working environment such as personality, attitude, commitment to care and performance targets. They should further try and surpass all the new actions and reactions at work places of employees that lead to unhealthy and unsafe working conditions which would lead to accidents and hazardous working environment. P. Robbins (2001).

Management accountability; here managers are held accountable for the quality of the safety culture within the organization. Managers have to instill a safety working culture amongst their employees. This could be through training, orientation and establishing ethical and integrity norms amongst their employees. The workers could thus avoid such actions that would lead to hazardous work and unhealthy environment since it would be seen as a poor culture amongst the employees.

Collaborative management model; this cites managers and employees relationship. The workers should stop viewing managers as bosses but as people who empower the whole working team. Employers and managers ought an open door policy where employees can table issues with managers and dialogue about working conditions. Through this the managers may cite the working conditions that are likely to lead to a dangerous, unhealthy and unsafe working environment; therefore an immediate corrective repair would be taken to succumb such a working situation. Rosalie Ambresino (1997).

High effectiveness with a continuous improvement in safety performance. The organization should continuously appraise and evaluate their current health and safety measures, procedures, rules and regulations. These would help to identify gaps as regards employee welfare in relation to the health in order to take corrective action. This means that companies have to adopt a good health and safety regulations as regards employee welfare. Institute of personnel development (1992).

General Health and Safety Regulations

Reporting accidents. Employees ought to know where to report accidents, whom to wherever an accident occurs. The workers must know where to go especially the organizational clinic which should be well established and easily accessed.

Smoking at work places. Employees who smoke should be granted "*fire breaks*" to have their smoke. Otherwise if one smokes in any place in the organization setting may lead to accidents, fire leading to injuries. Stephen L. Mcshane, Mary Ann Von (2003),

Lonely working is yet another factor; employees who work alone should be provided with safety working gears and all emergency tools, equipments and kits. This could be a switch to call police, ambulance and fire department, security officer. This especially applies to those workers who carry out confidential reports. Pearson (1991)

Number of essential facilities; these may include toilets, inter-comm. phones and alarm bells. These should be adequate and easily accessed by the employee of the organization. For instance if someone develops a running stomach, the toilets should be enough, clean and well maintained. This would avoid the spread of diseases such as diahorea, dysentery and cholera among others. Pamela .s. Lewis Stephen .H. Goodman, Patricia M. Fandt, (2002)

Risk assessment. Organization should always analyze and evaluate the risk involved in a given job. Thus very risky jobs whose risk of safety and health condition is very certain should be prevented with better options. Otherwise the organization is bound to incur a lot of costs such as compensation, legal, medical, time among others. Pamela .s. Lewis Stephen .H. Goodman, Patricia M. Fandt, (2002)

Working at lengths or height regulation. Workers who work at high altitude have to be well protected. These should be well experienced and in good health conditions. They should at all costs dress in protective and precautionary attires against accidents like safety belts and helmets. They should have no psychological problems (diseases), epilepsy among others. Maslow A.H (1943)

Drinking of intoxicants like alcohol beverages in an organization should be prohibited. Drunken workers must be stopped from doing work as the likelihood of accidents, occurrence may be high. These may not only be a threat to themselves but also to other employees. Gary Johns, (1996).

Availability of first aids. These are important especially to chemical industries. Manufacturing and mining industries. Their number should also be adequate to cover the whole entire working population.

Work expertise; organizations should only hire experts with experience especially to carry out hazardous work. These possibly not only should they have academic qualifications and experience but possibly licensed to carry out such work. These would minimize rate of accidents in the organization. Charles Zastrow, (1986)

Health and Safety Measures that the Organizations may Adopt

Organizations may adopt safety and health measures that may easily be incorporated into the company policies and procedures. These can be categorized as shown below in management areas, (Cohn *w fuhler, loughbour university, UK 1999*).

Policy health and safety measures

Provision of safe working conditions to the employee. The organization has to make sure that their workers have the necessary protective gears such as boots, gloves, helmets, overalls, glasses among others. These would help to counter and mitigate the likelihood of accident occurrence within the firm. Heneman, Robert. L and Courtney Van Hippel (1995)

The Commitment to legal safety standards. This may be ensured through enforcement of strict rules and regulations as regards the safety policy, possibly penalizing workers who violate such rules. This will increase commitment to such safety state. However those who abide by the rules ought to be recognized through rewards with recognition. Health and safety training is yet another factor. Employees have to be trained on progressive working conditions especially on how to use the protection gears. These may be oxygen masks and gas masks if employees are giving to work in areas of intoxicious fumes. Relevant training on and to use working tools and equipment. Stephen L. Mcshane, Mary Ann Von (2003)

High priority should be given by managers to health and safety issues. Management should not only fall about it but invest in providing protective gears and enforcing safety measures. It may go a step ahead and insure all her employees.

Management should punish violators and continuously monitor and guide workers as they carry out their daily activities. Stephen L. Mcshane, Mary Ann Von (2003)

Organization procedures on health and safety measures

Provision of procedures and availing them for safety issues. The organization should provide procedures say if one is going to the laboratory in a chemical industry their management is meant to be aware as employee have to sign in and out of the tab laboratory. Otherwise accidents may occur yet the organization would have taken the necessary caution. Stephen P. Robbins, David A. Decenzo (2001).

Responsible personnel competence in safety issues only experts and experienced workers have to be used especially if work to be done is hazardous to one's health and safety. They would help to counter and reduce accident rates both to individuals and other individuals. Joseph Heffermen, Guy Shuttles Worth, Rosalie Ambresino (1997)

Informing employees on health and safety issues. Employees have to be informed about safety. This is best done in pro-active way through orientation and induction when the employee has just joined the organization. For instance assembling grounds in case of fire. (*Development trust bank, Uganda safety policy, 2008*).

Timing of jobs to be completed safely. The employee should be given a job task that is accomplished with the standard working hours (8 hrs) otherwise work over eight hours may lead to accidents. This normally occurs especially in the last (2) working hours where accidents occur since the workers are tired. Charles Zastrow, (1986)

Implementation of the health and safety measures

Enforcement of safety standards by the organization contains enforcement and making sure that the employees follow protocol before carrying out work in the organization. If the standards require wearing of protective gear in a contain room in the organization, then no one should be allowed in the room whether it is functioning or not without the protective garments. Gary Johns,(1996)

More so, acceptance of unsafely practices to complete jobs and correct unsafe situations. The organization should accept practices that one considered hazardous by employees and take collective action. Through acceptance, easy countering and problem solving by management is done, otherwise neglect would lead to further accidents and impacting employee health. Maslow A.H (1943)

Continuous sharing of examples over safety matters. Setting of examples as to hazardous working tendencies employees normally carry out. These examples should show the impacts and out comes as regards employee health such as diseases like long infections, skin diseases like cancer as well as eye problems due to pollution.

Conducting of dialogue regards health and safety measures. The organization's managers should hold round table discussions with their employees on how best to carry out safer working conditions. Employees should make suggestions on how best to work, (*labor unions act 2006*).

However, according to the researcher's analysis, he emphasizes the employers to comply and follow all employees' safety, health and regulations which include those prescribing the use of protective equipments and also therefore workers should have a right to demand safe and health conditions on the job without fear

Monitoring of the healthy and safety measures

Employees ought to report immediately those accidents that have occurred and the near mistakes. Thus the entire situation that could possibly lead to accidents such as poor machine condition, lighting, uncontrolled flames should be reported. This would enable management to take corrective action such as fire extinguishers repairs and proper lighting. Similarly putting in place pro- active measures and first aid facilities to reduce in the effect in case an accident occurs. Thus damage on the company property and employees would be minimized. Michael Armstrong (2001).

Establishing of health and safety committees. These continuously monitor and report how employees are performing. They guide them throughout the entire work process. For instance during the mining process. Charles Zastrow, (1986)

Dissemination of information about the safety performance; the methods of safe working conditions, this information creates awareness amongst the employees and in turn reducing the level of accident occurrence. Charles Zastrow, (1986)

Relationship between Employee Welfare and Organizational Performance

In this dynamic business environment today whether individual or corporate, the measures to ensure employee health and safety greatly play an in surmount role towards organizational performance. Liaises in terms of growth, profitability as well as market shares. (*Tern Levine 1998*).

There is continuous need for organization to be the market leaders, therefore when such organization facilities and ensure that their employees are comfortable; this would lead to increased productivity. Thus the organization would be able to make high success the end of the financial year leading to expansion, (*parker et al 2001*).

More so, increased employee commitment may result from good employee welfare; since the workers view the organization as one that comes for them. (*Thornburgh cinda 2004*) they would have an effective attachment to the organization. Therefore committed employees are efficient, effective and goal oriented leading to improved organizational performance.

Good health and safety leads to acquisition and retaining of competent employees, the competent are sure about the working condition and their personal safety. The organization therefore would have quality, human resources who are committed, effective, and mission focused, (*Weber 1991*). Therefore this kind of employees

possesses good knowledge, skills and abilities and in turn leads to improved organizational productivity both in sales and market dominance or shares.

More so, a good corporate image may be attained. Good health and safety measures of employees portray a good image. The community views the organization as one that cares for her employees. This helps to boost employee morale since their company owns a good public reputation, (*Tern Levine 1998*). It is thus upon such circumstances that there is a good and improved organization performance since such organizations have the support and the mandate of the community.

Still turnover rates greatly result from healthy and safety procedures and in turn determining organizational performance. (*Maslow 2000*). Organizations with high rates of turn over tend to be in effective and slow down the production process. This hampers productivity of the organization leading got poor performance.

Causes of Poor Employee Performance

Conflict among the employees

This refers to the process of confrontation that occurs when an employee abstract the progress of another employee(s), this is attributed to be a factor that affect the organizational performance that eventually employees to perform poorly. Conflict among the employees can emerge in jurisdiction dispute where it is unclear who has responsibilities for something for example if both the personnel and the employing department interview a prospective employee, the two group may get in to a dispute over which has the ultimate right to offer employment and which must take the blame if mistakes are made (*Gray Johns1990*)

Poor relation between employer and employee

Poor relationship between employees and employers hinder performance, this result from employers not having a mutual relationship with the employees and as result it undermine performance by narrowing the scope of work place activities to the point where employee become bored. If boredom is unrelieved, it can lead to dissatisfaction

and rebelliousness. Group employees may develop informal social structure in which low productivity is the norm, employee may turn to dangerous horseplay or costly sabotage to break up the monotony or to get even with a industry they perceive as insensitive and un caring (*Stephen. Robbins et al*)

Centralization

This refers to the concentration of authority and decision making at the top of an organization/ industry. Centralization affords top managers a high degree of certainty because they alone make decision however this becomes an hindrance in that it doesn't encourage employee participate in making decision which eventually leads or makes them to perform poorly than what is expected from the employees (*Mary Ann Von Lion,2003*)

Personal issues

Sometimes, the reason why an employee may not perform well has nothing to do with work but is caused by personal issues. In case, while alerting the employee to perform problems arises, delivering discipline can be ineffective because it does not address the cause. For example, an employee who is going through a divorce or whose child is in trouble at school may benefit more from using the company's EAP (Employee Assistance Program), taking a few days off to deal with what is happening, and as a result it may lead to poor performance. (*David .A. Decenzo 2001*)

Lack of adequate skills

Employees who lack adequate skill to perform effectively and effectively with in the organization lead to poor performance. This is attributed to the low skills and qualification for some of the employees within the organization. In some cases an employee may be physically or mentally unable to perform a job. A job may require physical strength or an educational background that the employee does not possess, and this may eventually lead to the organization not to attain their goals and objectives. Stephen L. Mcshane, Mary Ann Von (2003),

Poor working conditions

The working condition of employees is attributed to be one of the factor that determine the organizational performance, employees who are exposed to poor working conditions in the organization hinder them for performing effectively and efficiently and this may result in to low output (*Gary Johns, 1996*).

Personal crisis

The most prevalent problem among employees is personal crisis involving martial family, financial or legal matter. And as per that it's attributed to be one of the causes that lead to poor performance by employees, as a result of personal crisis, employees may develop stress, this in turn affects the health of employees within the organization hence leading to poor performance. Guy Shuttles Worth (1997).

Emotional problem

The emotional problem is also considered to be another cause of poor performance by employees who may be either caused by personal crisis, stress, and tensions which may cause disorder like depression that cause a decreases in functional activities accompanied by symptoms of low spirits, gloominess and sadness. The National Institute of Mental Health estimates that nearly 17 million Americans suffer from depression and as per that it leads to poor performance by employee hence reduction in production. (*Gray Johns1990*)

Problems faced by employers in an attempt to maintain the welfare of employees

Inadequate funds

This is attributed to be one of the problems faced by employers in an attempt to maintain the welfare of employees in an industry. This arises from the inadequacy in fund with in an industry to cater for the wages, salaries and the resources that run the day to day activities of the of the organization as a result of such issues it become impossible for employers to provide welfare services to employees in terms of health, compensations . Institute of Personnel Development (1992).

Low productivity by the employer

Employee welfare has been broadly appreciated by all organization globally, but due to low productivity by the employees in the organization hinder the performance of an organization this results from low profits which cater for the provision of organizational requirements (*Maslow 2000*).

CHAPTER THREE

METHODOLOGY

Research Design

Because of the nature of the study both analytical and descriptive research design was used. This research was literature oriented. This enable the researcher to obtain a better understanding, comprehensive and intensive data collection on practices, procedures, importance and impact of employee welfare on organizational performance.

Study Population

The survey population was about 71 of the total workforce of Tororo cement company Tororo, Uganda, which was categorized under human resource managers, accountant officers, assistant personnel officer, secretaries' customer care tenders, field staff and other lower level cadres.

Sample Size.

The sample size was comprised of 60 employees from the selected department. The researcher believed that this was enough representation because of equal repression of male and female, old and new staff, disabled and non-disabled employees, youth and adults of all departments of the survey population.

Sample procedure

The study used a purposive sampling technique to aid data collection from various departments. This is because the technique enabled the researcher to get the employees with the quality information and data that helped him to be successful in his study findings.

Research instrument

Questionnaires and interview were used as the main tools of data collection in this study. Only unstructured or informal interview were used to collect data from workers at Tororo cement company, Tororo Uganda.

This is due to the fact that informal interview provided an in-depth data, are more flexible and more information easily obtained via using questions.

Both open and closed ended questionnaires were given to the cross section of respondents in order to aid and facilitate data and information gathering. The reason for adopting the format of questionnaires was that data gathered using two types of questionnaires was basically easy to analyze, administer and economical in terms of money, they permitted a greater depth of response and lastly were simpler to formulate.

The research procedure

The researcher got a letter from the collage of applied Economics and Management science and it was addressed to the management of Tororo cement to grant him permission to carry out the study in their organization. The researcher then administered the questionnaires to the respondents and collected them back after two days.

Data Analysis

After data had been collected from the field, it will be analyzed both qualitatively and quantitatively in order for results to be described in good and neat way. Data will be analyzed and presented in tables order to facilitate proper interpretation.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

This chapter presents the findings and analysis of the data related to the impact of employee welfare on job performance at Tororo cement company. The study specifically focused on an examination of welfare approaches relevant to performance of Tororo Cement Company, it focused on how employee welfare leads to organizational performance in Tororo Cement Company and the causes of poor employee performance at Tororo Cement Company.

Background information of respondents

From the questionnaires given to the respondents, information about the background of the respondents. That is their age, gender, marital status and educational level. Responses to their personal information were tabulated as seen below;

Table 4.1 Gender of Respondents

Gender	Frequency	Percentage (%)
Male	40	66.7%
Female	20	33.3%
Total	60	100%

Source; Primary data

From table 4.1 it was found out that the researcher interviewed 60 respondents 66.7% of whom were male and 33.3% were female respondents. Therefore the researcher interviewed more male respondents than female.

Table 4.2 Age Bracket of Respondents

Age bracket	Frequency (f)	Percentage (%)
18-25	10	16.7%
25-35	20	33.3%
35-45	10	16.7%
55-65	15	25%
65-75	5	8.3%
Total	60	100%

Source; Primary Data

Table 4.2 shows that 16.7% of the respondents were between the age of 18-25 years, 33.3% were aged between 25-35 years, 16.7% were aged between 35-45, 25% were between the age of 55-65 years and only 8.3% of the respondents were aged between 65-75 years. The researcher therefore found out that the majority of the respondents at Tororo Cement Company were aged between 25-35 years and 35-45 years whereas the minority were aged 55- and above.

Table 4.3 Level of Education of Respondents

Level of Education	Frequency (f)	Percentage (%)
Certificate	10	16.7%
Diploma	20	33.3%
Degree	20	33.3%
Masters degree	10	16.7%
Total	60	100%

Table 4.3 shows that the majority respondents (33.3%) were diploma and degree holders and the minority respondents (16.7%) were certificate holders and master degree holders.

Table 4.4 Marital status of respondents

Marital status	Frequency (f)	Percentage (%)
Married	30	50%
Single	20	33.3%
Divorced	5	8.3%
Non- of the above	5	8.3%
Total	60	100%

Source; Primary data

Table 4.4 shows that 50% of the respondents were married, 33.3% were single, 8.3% were divorced while 8.3% of the respondents did not disclose their marital status. The researcher therefore found out that the majority of the respondents were married, a considerable number of respondents were single while according to table 4.4 the very few were divorced despite some of them did not disclose their marital status.

How employee welfare impacts to organizational performance.

The second research objective of the study was to find out how employee welfare leads to organizational performance at Tororo Cement Company. To achieve this objective, the respondents were asked to give their opinion on how employee welfare leads to organizational performance. The responses were presented in Table 4.5.

Table 4.5 How employee welfare impacts to organizational performance.

Source; Primary data

No	15	25%
Total	60	100%
None of the above	5	8.3%
Total	60	100%

Table 4.5 shows that the majority respondents (66.7%) were of the opinion that welfare measures affect performance of the organization. 25% of the respondents were

of the opinion that welfare measures do not affect the performance of employees and the organization as a whole. 8.3% of the respondents did not give their opinion they neither said "yes" nor "no".

Causes of poor employee performance at Tororo Cement Company

The third research objective was to find out the causes of poor employee performance of Tororo Cement Company. To achieve these objectives, the respondents were asked to mention what they thought were the preliminary causes of poor employee performance at Tororo cement Company. The responses to the questions given to them were put in table 4.4 below.

Table 4.6 Causes of poor employee performance of Tororo cement company.

Causes of poor employee performance of Tororo cement company.	Frequency (f)	Percentage (%)
Over working	10	33.3%
Poor working environment	15	25%
Lack of motivation	5	8.3%
All the above	25	41.7%
None of the above	5	8.3%

Table 4.6 shows that the majority of the respondents 41.7% were of the opinion that poor working environment, lack of motivation, overworking are the causes of poor employee performance. 33.3% of the respondents were of the opinion that overworking employees leads to their poor performance, 25% were of the opinion that poor working was the cause of poor employee performance, 8.3% said lack of motivation is the cause of poor employee performance while 8.3% said none of the above causes the poor employee performance at Tororo Cement Company.

Table 4.7 Workers Health Conditions

Is your health affected by workplace environment?	Frequency	Percentage
Yes	15	25%
No	40	67%
None of the above	5	8%

The table above shows that the biggest percentage (66.6%) of the respondents said that their health was not affected by the workplace environment implying that the environment was conducive to the workers, 25% of the respondents said the workplace environment was not friendly to them while 8.3% did not give their view on the workplace environment.

CHAPTER FIVE

SUMMARY OF FINDINGS DISCUSSION, CONCLUSIONS AND RECOMMENDATION

Summary of Findings

The researcher came up with a summary of the findings presented in accordance with the research objectives and some questions from the questionnaire as attributed below.

The first objective was to examine the welfare approaches relevant to organizational performance in Jinja, at Tororo Cement Company. It was found out that to greater extent employees in Tororo cement company get all the welfare benefits such as the health benefit, school benefits and food benefit which is equivalent to 41.7% and to some extent they have a good working environment. It was found out that they are not overworked thus the welfare benefits are relevant to organizational performance at Tororo cement company, 33.3% of the respondents get only the health benefit and the least benefits of the respondents get school benefits which is equivalent to 16.7%

The second objective of the study was to find out how employee welfare leads to organizational performance at Tororo Cement Company. More so, it was evident that to a large extent, (66.7%) employee welfare affects organizational performance. It was found out that when employees get what they need like good working conditions, incentives, motivated and welfare benefits like school benefits, food benefits, health benefits, they work very hard and this brings about good organizational performance and 8% to a small extent of the respondents do not give their opinions whether it is yes or no.

The third objective was to find out the causes of poor employee performance at Tororo cement Company. It was found out that harsh conditions at workplace like poor working conditions, overworking and lack of motivation among others were to a large extent the preliminary causes of poor employee performance at Tororo cement company which contribute to 41.7% of the respondents Conclusions.

The conclusion of the study was presented in accordance with the research questions. The first research question was "what are the causes of poor employee performance of Tororo Cement Company", it was concluded that poor working environment, lack of motivation and overworking were the causes of poor employee performance at Tororo Cement Company which contributed to 41.7% out of the 60 respondents at Tororo Cement Company.

The second research question was "what are the various employee welfare approaches in relation to organizational approaches. It was concluded that welfare of employees of the company is not bad. This was based on the response got from the respondents. It was concluded that welfare benefits like food benefit, health benefit and school benefits were obtained by a considerable number of respondents, which showed 41.7% of the respondents who get all the welfare benefits, however, out of 60 respondents 10 of them get school benefit only which is equivalent to 16.7%.

The third research question was "what is the impact of employee welfare on organizational performance. It was concluded that to a considerable level, at the company when workers are motivated, given welfare benefits like food benefits, health benefits and school benefit, they perform better thus employee welfare impacts on organizational performance. The respondents were further asked to tell whether they trusted their organization in delivering services to clients and the information got showed that the biggest percentage 66.6% of the respondents were of the opinion that they trusted the organization in delivering services to them, 25% of the respondents did not trust the company while 8.3% did not say anything.

However, the above could be some of the factors that contribute to performance of the organization, but as a researcher the conclusion is that these employees in an organization especially those of Tororo Cement Company need to be trained for the purpose of obtaining experience that can help them to perform better. This can be done by organizing seminars, workshops, conferences at the same time internal discussions.

Recommendations

According to the findings and conclusions of the study, the researcher found it necessary that the recommendations are of much importance;

The researcher recommends that employee welfare should be maintained and improved at Tororo cement company for this brings up the spirits of worker closer to organizational goals and objectives. This in turn brings high organizational performance.

The researcher also recommends that organizations like Tororo Cement Company and others in the same category to always provide their workers with welfare benefits like food benefits, health benefits, school benefits and some others like holidays. They should also try to minimize the harsh conditions that are not friendly to the workers for this demotivates them and leads to poor organizational performance.

As researcher, I also recommend the government to formulate policies that favor the employees at the work place and it will depend on the policies that will lead to a good working environment for the employee which will eventually lead to organizational performance.

Area for further research

The researcher's intention was to research on the impact of employee welfare on organizational performance. However their other areas which need further research as attributed below.

The researcher should also research on the impact of motivation on the performance of employees in the organization. This is because motivation is the road map to employee performance in any organization.

Closely related to the above, research should be carried out on the impact of teamwork on employee performance in the organization. This involves delegation of duties, joint decision making among others. This is so because if teamwork is practiced it also leads to good organizational performance.

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APPENDICES

APPENDIX 1:

QUESTIONNAIRES FOR EMPLOYEES:

INTRODUCTION

Dear respondents

I am Mugerwa Richard a student of Kampala international university, researching on the impact of employee welfare on job performance at Tororo cement company, Uganda. This research is one of the requirements for the award of a bachelors degree in human resource management, therefore these questionnaires are intended for academic purposes only, the information you give will assist in acquiring necessary information for the study, Hence confidentiality and care will be accorded to it, no need of writing your name anywhere.

Please feel free to tick and write where necessary

Thank you for your kind co-operation

Mugerwa Richard

BHR/26909/113/DU

.....

RESEARCHER

SECTION A: Personal information

(1) Age

18-25 ☐

25-35 ☐

(iii) in case no, How?

.....

.....

(6)Are you happy with the facilities provided to your company on behalf of you?

Yes ☐

No ☐

If no explain?

.....

.....

.....

(7) Are you motivated to increase production?

Yes ☐

No ☐

If yes how?

if no, explain?

.....

.....

.....

(8)(i) Is your health affected by workplace environment?

a) Yes ☐

b) No ☐

(ii) In case yes, How?

.....

.....

.....

(9) Are you satisfied with the welfare activities conducted by the organization?

.....

.....

.....

(10) Do you move out of the work place due to suffocation or other disturbances?

a) Yes ☐

b) No ☐

(11) How frequently do you take rest in between working hours?

5-15 min ☐

15-30min ☐

30-45 min ☐

45-lhr ☐

(12) As an employee, which welfare benefits have you got from the company?

a) Health benefit ☐

b) Food benefit ☐

☐

D1980s

What are some of the activities of Tororo Cement Company in this area?

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.....

.....

(5) Do you motivate your employees?

Yes ☐

No ☐

(1)If yes how?

.....

.....

.....

1 what problems are facing the employee at the work place that hinder their performance

.....

.....

.....

5 How has your organization addressed these problems?

.....
.....
.....

6 what are the cause of poor performance among the employees?

.....
.....
.....

7 what are some of the problems you face as a an employer in attempting to maintain the welfare of employees in the industry

.....
.....
.....

8 what are some of the possible solutions that to such problems

.....
.....
.....

9 Would you want to provide any other information apart from the above asked?

Yes ☐

No ☐

If yes, explain

.....

.....

.....

c) School benefit

d) All the above ☐

e) Other, specify ☐

(13) (i) Do you like all the services provided by the company?

a) Yes ☐

b) No ☐

(ii) In case no, why?

.....

.....

(14) What problems are you facing that the organization was aiming at solving and failed?

.....

.....

(15) (I) Do you trust the organization in their process of delivering services to you?

a) Yes ☐

b) No ☐

ii) If yes, how?

.....

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