

**WORKING CONDITIONS AND EMPLOYEE PERFORMANCE
OF KINYARA SUGAR WORKS LIMITED IN
MASINDI DISTRICT, UGANDA**

A thesis
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Post Graduate Studies and Research
Kampala International University
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In Partial Fulfilment of the Requirement for the Degree of
Masters of Arts in Human Resource Management

BY:
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DECLARATION A

This thesis is my original work and has not been submitted for a Degree or any other academic award in any University or institution of learning.

KATUSABE LIDIA 
Name and Signature of the Candidate


15th OCTOBER 2011

Date



DECLARATION B

I confirm that the work reported in this thesis was carried out by the candidate under my supervision.

Malinga Ramadhan 

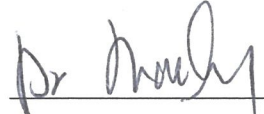
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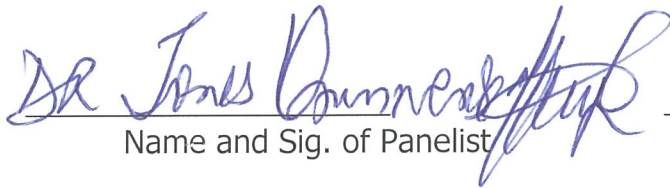
APPROVAL SHEET

This thesis entitled "Working Conditions and Employee Performance of Kinyara Sugar Works Limited in Masindi District, Uganda" prepared and submitted by Katusabe Lydia in partial fulfilment of the requirements for the degree of Masters of Arts in Human Resource Management has been examined and approved by the panel on oral examination with a grade of PASSED.


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Grade: _____

Name and Sig of Director, SPGSR

Name and Sig of DVC, SPGSR

DEDICATION

This book is dedicated with much love and appreciation to my

Parents and Siblings;

Daddy and Mummy,

Chris and Olive,

Harriet and Scovia.

ACKNOWLEDGEMENT

The researcher wishes to acknowledge the almighty God for keeping her and her family members healthy, safe and enabling me complete this course.

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May the Lord God Almighty Bless them abundantly and Grant them everlasting lives. she is grateful to her friends' advice and assistance as well.

ABSTRACT

This study particularly examined the effect of working conditions on employee performance at Kinyara Sugar Works Limited (KSWL) in Masindi District. This was guided by specific objectives which include; i) to find out the working conditions of the employees; ii) to find out other factors affecting the employee work, and iii) to establish the significant relationship between working conditions and employee performance.

The study used the correlational research design to determine the relationship between working conditions in particular and employee performance at KSWL. The study is both quantitative and qualitative. It involved the use of questionnaires and interviews for data collection from the sample size of 341 respondents which was selected from a population size of 2287.

Particularly to substantiate the short comings of the work place condition of job performance in KSWL an observation by Wehrich et al (1990) can be a suitable example, working conditions have negative impact because they de-motivate or increase stress levels of employees towards work and hence performance is compromised. Research evidence shows that the working conditions, mainly institutional factors at the company are commonly fairly favourable to the employees especially among the subordinate staff. Among the conditions ascertained include employee remuneration and benefits, The majority of the employees were fairly satisfied.

The findings concluded that the hypothesis was rejected thus indicating that there is a significant relationship between working conditions and employee performance which is in line with the findings of Wehrich et al (1990). It was thus recommended that employee performance would significantly improve with improved working conditions. That is to say employee motivation and organisational plan are to take the first priority.

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LIST OF ACRONYMS

BT	– Booker Tate
ENG	– Engineer
ERISA	– Employment Retirement Income Security Act of 1974
FLSA	– Fair Labor Standard Act of 1938
FUE	– Federation of Uganda Employees
Fy	– Financial Year
HR	– Human Resource
HRM	– Human Resource Management
HRM	– Human Resource Manager
ILO	– International Labour Organization
KSW	– Kinyara Sugar Works
KSWL	– Kinyara Sugar Works Limited
Ltd	– Limited
NSW (K)	– National Sugar Works (Kinyara)
NUPAW	– National Union of Plantation and Agricultural Workers.
NUPAWU	– National Union of plantation and Agricultural workers (UGANDA)
OHS	– Occupational Health and Safety
P/ HR	– Personnel or Human Resource
USCTA	– Uganda Sugar Cane Technologist Association
WHO	– World Health Organization

CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background of the Study

Historically the workplace has been a major factor in compromising the health of workers in America. Poor working conditions, long hours and little regard for the human factor all took their toll on the health status of the workplace. Employee performance depends on working conditions which are defined as all existing circumstances affecting labour in the work place including job hours, Physical aspect legal rights and responsibilities. Working conditions were characterized by remuneration, performance appraisal, compensation packages, occupational health and safety, welfare services and Employee benefits and Employee performance by rate of turnover, productivity, absenteeism, accidents and job satisfaction / Performance. Early work reforms focused on children at work, the physical plant and the length of the workday. Later health and safety improvements were imposed on employers. Business and industry apparently viewed the worker as a static commodity and had little appreciation for the relationship between the health status of employees and productivity and profit. Today the worker with compromised health represents a serious threat to our national economy.

Employee performance is the contribution made by an employee to make an organization lead to it's goal attainment. The determinants of employee performance are competencies, motivation and work constraints (Harris, 2000). Globally, nature of the work place has many implications for Human Resource Management (HRM) for example consider the experience of Gillette Company which recently introduced a world wide stock plan for its employees. Much to its surprise, the company discovered that what works in the United States may not work in other countries. Employees in Belgium were prevented from participating because of national wage controls. Workers in china and Brazil were barred from the program because of laws prohibiting the purchase of stocks listed on the new work stocks exchange. Mexican employees rejected the plan

because stocks are viewed as risky and cash is favoured over investments (Harris, 2000).

In today's world organizations are constantly on the lookout for ways to improve the organizations including employee training, implementing work redesign programs and enhancing safety and health in the workplace (Harris, 2000). Managers in many organizations believe that the most significant Personnel/Human Resource outcome involves the contributions employees make to the organization goal attainment. These contributions are called employee performance meaning how effectively employees carry out their job responsibilities.

Performance is the organization's ability to attain its goal by using resources in an efficient and effective manner (Richard, 2003). Performance not only refers to the amount of work produced (for example number of sales made or dishes washed), but to other aspects as well. For example the quality of work is important for many jobs. In fact many organizations emphasize "quality" in the mission statements (Harris, 2000). A critical factor related to an organization's long term success is its ability to measure how well employees perform and they use that information to ensure that performance meets present standards and improves over time. The environment that people are required to work in can have a significant effect on their ability to undertake the tasks that they have been asked to do. This can affect productivity, employee health and well being.

Contextual Performance refers to things an employee does on the job that are not required as part of the job but still benefit the organization in some way (Angelo's, 2001). These behaviours might include staying late at work, helping co-workers get their work done, or any of the behaviours that benefit the general good of the organization often referred to as Organization citizenship Behaviours. This was supported by Harris, (2000) who also said contextual performance would include

behaviour such as volunteering to perform tasks beyond the official job duties, helping other employees and activity supporting organizational and departmental decisions and rules. According to Harris contextual performance is the third facet of performance also called prosocial organizational citizenship behaviour. Organizational Citizenship behaviour (OCB) is defined as behaviour that (a) goes beyond the basic requirements of the job, (b) is to a large extent discretionary and (c) it is of benefit to the organization (Lambert, 2006,,P.503-525).

In my own view performance is a continuous and flexible process that involves managers and those whom they manage acting as partners with a framework which sets out how they can best work together to achieve results. The researcher would like to find out whether the sugar manufacturing companies are equally affected. These have raised concern in several companies leading to the intervention of trade bodies like USCTA and NUPAW. USCTA is the Uganda Sugarcane Technologists Association. USCTA is the technical body representing the sugar industry in Uganda. Currently the membership is made up of engineers, process and agricultural professionals and farmers from Kakira, Kinyara, Scoul and Sango bay. They are as conscious and concerned as the public in regarding the sugar supply situation and the volatile prices that occur over certain periods. NUPAW is the national Union of plantation and agricultural workers in Uganda.

Kinyara Sugar Works Ltd happens to be the chosen scope for the study. Kinyara Sugar Works Ltd is the second largest sugar manufacturing company in Uganda after Kakira Sugar works in Jinja. It also has a well established Business plan, viability and Expansion study, and the corporate social responsibility which has been manifested through the economic impact, employment, out growers, local suppliers, Education, marketing, medical, recreation and roads. It is therefore considered appropriate for providing a focal point for the study of working conditions and employee performance in sugar manufacturing companies in Uganda.

Background of Kinyara sugar works limited (KSWL) Mehta carried out the initial survey and presented to the government of Uganda the project viability report dated 3rd January 1969 concerning the installation of a sugar factory at Kinyara, Bunyoro. National sugar works (Kinyara) limited was incorporated as a private company with limited liability on 13th October 1969. At its inception, NSW (K) Ltd was intended to be a joint venture company in which the government owned 87.5% while the Mehta group provided management and owned the rest of the shares. The management agreement between the government and Mehta was dated 12th September 1969. The concept of its development was to establish a nucleus estate to produce Sugarcane, to encourage out growers to grow and supply a significant quantity of cane and to erect and operate a factory to process sugarcane. On 4th May 1990, the government decided to incorporate a new company called Kinyara Sugar Works Ltd (KSWL) which was to 100% owned by government. The shareholders with one share of U Shs 10,000 each were the ministry of finance and the ministry of industry and technology.

Statement of the Problem

It was asserted that work place conditions have been a major factor in compromising the health of workers in America. They further said that poor working conditions, long hours and little regard for human factor had effect on the health status of the work place and workers. They further realized that businesses and industries apparently viewed the worker as static commodity and had little appreciation for the relationship between the health status of employees, productivity and profit. Thus today the worker with compromised health represents a serious threat to a national economy and organization's performance. Based on the above account the researcher would like to find out whether kinyara sugar manufacturing company is equally affected.

Purpose of the Study

purpose of the study was to determine and describe the nature of relationship between working conditions and employee performance of Managerial officials and subordinate staff with a case study of Kinyara Sugar Works Ltd in Masindi District. In particular the study determined and described the effect of remuneration, compensation performance appraisal, and other conditions on the ability of staff to increase productivity, change attitude towards work, reduce turnover rate and absenteeism.

General Objective of the study

To investigate the relationship between the working conditions and employee performance in Kinyara Sugar Works Ltd in Masindi District, Uganda

Specific objectives of the Study

1. To establish the profile of the respondents in terms of age, gender, educational qualification and length of service in the company.
2. To determine the extent of working conditions in Kinyara Sugar Works Limited.
3. To establish the level of employee performance in Kinyara Sugar Works Limited.
4. To determine if there is a significant relationship between the extent of working conditions and level of employee performance in Kinyara Sugar Works Limited.

Research Questions

1. What is the profile of the respondents in terms of age, gender, educational qualification and length of service in the Company?
2. What is the extent of working Conditions in Kinyara Sugar Works Limited?
3. What is the level of employee performance in Kinyara Sugar Works Limited?

4. Is there a significant relationship between the extent of Working Conditions and level of employee performance?

Null Hypothesis

There is no significant relationship between the extent of working conditions and the level of employee performance.

Scope of the Study

Geographical Scope

Kinyara Sugar Works Ltd is geographically located in Masindi District. Masindi is located in the mid western part of Uganda on an all weather tarmac- highway with its headquarters 214 km (133 miles) north western Kampala Uganda's capital and largest city. Masindi borders Gulu in the north, Apac in the East, Nakasongola in the South East, Kiboga in the south, Hoima in the South west and the Democratic Republic of Congo (DRC) in the west. Uganda's largest protected area, the Murchison falls National Park, spills into Masindi making it a truly idyllic (peaceful and pleasant) area.

Kinyara sugar works is 20km and 13 miles away from Masindi town.

Content Scope

Through a correlation research design, a sample of 341 of Managerial Officials and subordinates staff were selected from a Target population of 2287. Data was collected by the researcher using questionnaires and interview techniques. The researcher specifically sought to determine and describe the relationship between remuneration, compensation, performance appraisal as well as other conditions and turnover rates, stress levels, absenteeism, productivity and job performance of employees of Kinyara Sugar works Ltd.

Theoretical Scope

Theoretically the study was guided by the Two Factor Theory of Hygiene and Motivation by Fredrick Hertzburg to establish the significant relationship between the

working conditions and employee performance, found out the effects of working conditions on employee performance and other factors affecting employee performance. The role played by the Uganda Sugarcane Technologist Association (USCTA), trade unions like National Union of Plantation and Agricultural Workers (NUPAW), Labour laws and weather conditions on working conditions were investigated.

Time Scope

The study on working conditions and employee performance at Kinyara Sugar Works Ltd in Masindi District was conducted between January 2011 and February 2011.

Significance of the Study

Since the study aims at knowing the relationship between working conditions and employee performance, it is hoped that the study would be useful to;

Contribution of the study to knowledge (students)

The researcher hoped that the study would form a basis for further research on working conditions in general. This should lead to the generation of new ideas for the improvement of working conditions in sugar manufacturing companies in Uganda and the rest of the world.

Contribution of the study to practice (Employers)

The findings and the recommendations of the study would also be useful to the managers and administrators of Kinyara Sugar Works Limited. Hence forth, they would not rely on: haphazard personal experiences or subjective expert judgments, or on tradition or fashion in their management tasks, but base their methods, decisions and actions on concrete knowledge of issues of the working conditions supported by research findings. This would improve the employee performance.

Contribution of the study to the Employees

The study would help employees find ways of adjusting on their performance as the purpose of quality work life which is to develop jobs that are excellent for people as well as for production. The employees would get to know that their conditions/ reasons for performance have been exposed and are to be addressed.

Operational Definitions of Terms

Working conditions; are all existing circumstances affecting labour in the work place including job hours, physical aspect legal rights and responsibilities.

Employee performance; is the contribution made by an employee to make an organization lead to it's goal attainment.

Performance; is the organization's ability to attain it's goal by using resources in an efficient and effective manner.

An Employee; is the agent of an employer, the principal. The employee is the representative of the employer and acts in the place where the employer only has authorized.

An Employer; means the government of Uganda, a company association, firm partners or any other person directly that engages a worker or carries on the business of hiring out the services of a worker.

Performance management refers to the more general set of activities carried out by the company to improve performance.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Theoretical Perspective

The theory framework adopted for this study is derived from the two- factor theory /hygiene theory. Its founder, Fredrick Herzberg was concerned about the satisfiers and dissatisfiers for employees at work. In the theory there are two sets of needs i.e. there basic needs and motivational needs. The basic needs are the hygiene factors. Khanka (2003), according to Hertzberg's motivational hygiene theory; He looked at hygiene factors as extrinsic to job environment and motivation factors as intrinsic to the job itself. The hygiene factors in the job environment include company policy and administration, interpersonal relations, supervision (leadership and management, including perception which people receive while on the job), working conditions (including Ergonomics which is the study of working conditions in order to improve people's efficiency), salary, status and security were related to the motivation factors like achievement, recognition for accomplishment, challenging work, increased work and growth in away that if they were not satisfied employees performance would change. Intrinsic factors are related to job satisfaction while extrinsic factors are associated with dissatisfaction. Hertzberg devised his theory on the question: "What do people want from their jobs?" He asked people to describe in detail, such situations when they felt exceptionally good or exceptionally bad.

The researcher has chosen the theory for her study because the second component in Herzberg's theory involves what people actually do on the job and should be engineered into jobs employees do in order to develop intrinsic motivation with the workplace. The motivators are achievement recognition growth/ advancement to higher level tasks and interest in the job and responsibility for enlarged task.

As adopted in this study the 2 factor theory holds the view that working conditions influence the employee performance at KSWL, and that Occupational Health and Safety, remuneration, Compensation, Welfare services, influence turnover rates absenteeism, productivity, attitude towards work and stress in the company. In application of the two factor theory to this study on working conditions and employee performance, the variables will be defined as:

- Working Conditions are all existing circumstances affecting labour in the work place including job hours, physical aspect, legal rights and responsibilities (Cynthia et al, 1993).
- Employee performance is the contribution made by an employee to make an organization lead to its goal attainment.

However in adopting the two factor theory for this study, the researcher is not ignorant of its short comings.

- The job satisfaction explained by the theory is not measured on an overall basis. It is unlikely that a person, who may dislike part of his /her job, still thinks the job acceptable.
- The theory neglects situational variable to motivate the individual.

People generally tend to credit themselves when things go well. They blame failure on the external environment (Khanka, 2003).

Expectancy theory by Vroom is yet another competing theory but the two factory theory is more appropriate for the study because it covers the work environment as well as the motivational intrinsic factors. The expectancy theory only attributes employee performance to individual factors such as personality skill, knowledge, experience and abilities ignoring the work environment (Khanka, 2003).

Concepts, Ideas and Opinions from Authors/experts

The extent of Working Conditions at Kinyara Sugar Works Limited

Working Conditions are all existing circumstances affecting labour in the workplace including job hours, physical aspect, legal rights and responsibility (Cynthia et al, 1993). Among the working conditions in companies for employees, there are

welfare services. These include, employee services and benefits, compensation (monetary and non monetary), remuneration, performance standards, occupational health and safety policies and maintaining effective employer employee relationships. Maintaining effective employer – employee relationship is important to companies as an aspect of Human Resource Management (Wendell, 2003).

Compensation is the human resource management function that deals with every type of reward individuals receive in exchange for performing organizational tasks (Cevich, 2001). Performance Appraisal is the specific and formal evaluation of an employee in order to determine the degree to which she/he is performing his/her job effectively (Angelos, 2001). Occupational health and safety policies and programs are the policies concerned with protecting employees and other people affected by what the company produces and does against the hazards arising from their employment or their links with the company (Armstrong 2006). Remuneration is the value of cash payments (total earnings) and benefits received by employees (Armstrong 2006).

Compensation

Compensation as earlier defined by Cevich (2001), is the human resource management function that deals with every type of reward individuals receive in exchange for performing organization tasks. This differs from other scholars like Milkovich & Boudreau (1991) who excluded promotions, recognition for outstanding work, feelings accomplishment and choice officer locations but included all financial returns, tangible services and benefits an employee received as part of employment relationship. To them the factors excluded, could be thought of as part of an organization's total reward system. From the worker's guide to the workers compensation Act 2000 point of view, compensation refers to paying for the losses incurred by a worker as a result of a disease or any other form of loss in the course of his/her employment. However, the administration of all these rewards is to be co-ordinated with compensation whenever possible.

The 3 key objective compensation systems are to attract high quality workers from the labour market, retain best employees company already has and initiate employees to work harder and help the company achieve its strategic goals (Milkovich, 1991). Elements of a total compensation system include; **Non Monetary Compensation** which includes employment security, flexible work, work arrangements, recognition and development opportunities. **Direct monetary compensation** includes wages and salary, overtime pay, bonuses and incentives and skill based pay. **Indirect monetary compensation** includes required and voluntary assurance, vacation and time off, family care, tuition reimbursement and health and wellness programs (Hellriege, Jackson & Slocum, 2001). Raymond, (1995) talked about **managerial and executive pay**. Because of their significant ability to influence organization performance, top managers and executives is strategically an important group whose compensation warrants special attention. Top executives pay was said to be high regardless of profitability or stock market performance, and this gave a relationship which was interpreted to mean that the compensation of top executives is virtually independent of corporate performance.

Performance appraisal is also another working condition which affects employee performance. Angelos (2001), defined performance appraisal as the specific and formal evaluation of an employee in order to determine the degree to which he/she is performing his or her job effectively. According to Cynthia et al (1993), performance appraisal is the process by which an employee's contribution to the organization during a specific period of time is assessed. Other scholars with ideas of performance appraisal like Ivancevich (2001) have defined the term as the activity used to determine the extent to which an employee performs work effectively. Other terms for performance appraisal are merit rating, performance evaluation, employee appraisal employee evaluation and annual review. Hellriegel et al, (2001) say performance appraisal is a formal structure system for measuring, evaluating, and influencing an employee's job-

related attributes, behaviours and outcomes. Performance appraisal is covered under performance management which is the process by which executives, managers and supervisors work to align employee performance with the firm's goals (Ivancevich, 2001). From a strategic and competitive advantage perspective it is important to integrate employee performance with organizational performance goals.

Just as there can be different performance evaluators depending on the job, several appraisal systems can be used. Some of the popular appraisal methods include (1) ranking of all employees in a group (2) Using rating scales to define above average, average and below average performances (3) recording favourable and known as critical incidents and (4) managing by objectives or. Employee performance then is important in the general model because it serves as a crucial outcome variable in evaluating P/HR Management. Before performance can be used for managerial decisions however, it must first be measured and that is why assessing outcome is a human resource activity in the overall model (Heneman et al, 1986).

Traditionally organizations have used performance disbursements primarily to make administrative decision about employees. Performance appraisal serves several purposes including (1) guiding human resource actions such as hiring and promoting (2) rewarding employees through bonuses, promotion and so on (3) providing feedback and noting areas of improvement (4) identifying training and development needs in order to improve the individuals performance on the job and (5) producing job related data useful in human resource planning. Anyone responsible for such decisions will need to obtain and use measures of employee performance (Henman et al, 1986).

Performance management refers; to the more general set of activities carried out by the company to improve employee performance. It is a broader and more encompassing process and is the ultimate goal of performance appraisal activities. Performance gap is the disparity between existing and desired performance. One way

managers sense there is need for change is when there is a performance gap (Richard, 2003).

Occupational health and safety is another working condition; The Oxford Advanced Learner's Dictionary of current English (1995, P.800) defined occupational as what is caused by or connected with a person's job. Occupational hazard is a risk or danger connected with a particular job. A hazard is anything that can cause harm (e.g. electricity defective plants, poor-house keeping) and a risk is the chance, large or small, of harm actually being done by the hazard (Armstrong, 2006). The World Health Organization (WHO) has defined health as a state of complete physical, mental and social well being and not merely the absence of disease or illness or infirmity (Khanka, 2003). The term health is a positive and dynamic concept. In common parlance health implies absence of disease. As regards the industrial health, it refers to a system of public health and preventive medicine which is applicable to industrial concerns. ILO/WHO committee on health is worth quoting, prevention among workers of ill-health caused by the working conditions. Safety means freedom from the occurrence or risk of injury or loss. As regards industrial safety means the protection of employees / workers from the danger or risk of industrial accidents (Khanka, 2003). According to Munabi, OHS encompasses the social, mental and physical well being of workers that is the "whole person".

Occupational health and safety therefore aims at protecting workers from health hazards associated with work and the working environment, promoting their health and providing a safe and health working environment (OHS Trainers manual). The Williams steiger occupational safety and health Act of 1970 was enacted to ensure safe and healthful working conditions. This act requires that employers conduct programs that protect workers from occupational illness, injuries and death. It requires that employers provide workers with a safe and healthful work environment in which recognized hazards have been eliminated or controlled (Gary & Lane, 1988, P127). Munabi says

working conditions of any type have the potential to affect a worker's health and safety. Unhealthy and unsafe working conditions can be found anywhere whether the workplace is indoors for example factories or outdoors for example agricultural workers.

Agriculture is a hazardous occupation carried out in difficult and sometimes dangerous working conditions. The specific hazards facing plantation workers vary from one plantation to another. The main areas of concern include injuries from machinery and equipment, unsafe handling of and exposure to chemicals for crop protection, and injuries from the crops themselves, especially during harvesting. Other common hazards include long daily and weekly hours of physically strenuous work, and repeated – shouldering of heavy loads, falls, insect and snake bites and adverse weather conditions including harsh sunshine, heavy rains, morning dew and cold. A recent study of occupational hazards on tea estates found that almost two-thirds of employees had suffered from work-related illness or injury.

Safety is primarily the responsibility of the management. This responsibility should rest on the shoulders of all cadres of management, such as plant manager, production manager, chief engineer, personnel manager, maintenance Engineer, individual foreman, safety officer or Director (Rao, 2008). However Munabi says OHS is everyone's responsibility i.e. every employee must protect himself or herself and those he/she works with. It is not just the responsibility of one's manager or safety officer. He goes a head to say successful occupational health and safety practice requires the collaboration and participation of both employers and workers in health and safety programs i.e. teamwork.

Remuneration as earlier defined in the third paragraph of chapter two was supported by Rao (2008) who says "employee's first preference is money-nothing could change it so far". According to Oso & Onen (2008), remuneration involves the basic

salary, housing i.e. staff houses and house allowances, health scheme reinstitution doctor, sickbay facility and pension scheme i.e. retirement packages and contributory retirement scheme. Aswathappa (2008) defined remuneration in a broader perspective covering employees, employers and HRM.

For the employee, remuneration is the compensation an employee receives in return for his or her contribution to the organization. Remuneration occupies an important place in the life of an employee because it determines his/her standard of living, status in the society, motivation, loyalty, and productivity.

For the employer, the remuneration is significant because of its contribution to the cost of production besides, many battles (in the form of strikes and lock outs) are fought between the employer and the employees on issues relating to wages or bonus.

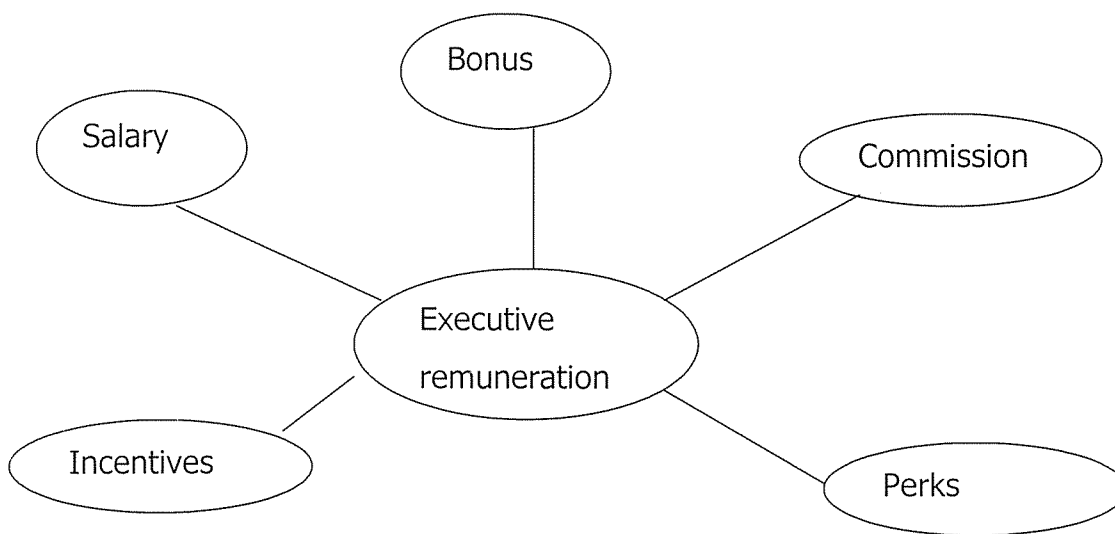
For the HRM employee remuneration is a major function in a way that the HR specialist has a difficult task of fixing wages and wage differentials acceptable to employees and their leaders. Aswathappa further gave the specific components of remuneration as wages and salary, incentives fringe benefits, perquisites and non-monetary benefits.

- Wages and salaries represent hourly rates of pay and salary refers to the monthly rate of pay, irrespective of the number of hours put in by an employee. They depend on the nature of job, seniority and merit.
- Incentives also called payment by results are paid in addition to wages and salaries. Incentives depend on productivity, sales, profit or cost reduction efforts.
- Fringe benefits include employee benefits and provident fund, gratuity, medical care, hospitalization accidents relief, health and group insurance, canteen, uniforms and recreation.
- Perquisites, these are allowed to executives and include company car, club membership, paid holidays, furnished house stock option schemes, perquisites are offered to retain competent executives.

- Non-monetary benefits; These include challenging job responsibilities, recognition of merit, growth prospects, competent supervision, comfortable working conditions, job sharing and flexitime.

Aswathappa clarified on the remuneration of the top brass by highlighting the five elements as salary, bonus, commission, long-term incentives and perquisites. When considering remuneration, and executive is considered to be an individual who is in a management position at the highest levels. Specifically the categories include Presidents, Vice Presidents, Managing Directors and General Manager.

Below is a summary of the components of executive remuneration



Source: Aswathappa (2008) Human Resource Management P. 345., India: Tata Mc Graw Hill Education Private Ltd.

Employee Benefits and Services

Before World War II, employers offered a few benefits and services because they had the employees' welfare at heart or because they wanted to keep a union out. But most benefit programs began in earnest during the war, when wages were strictly regulated (Ivancevich, 2001). Similarly the terms benefits and services are often used interchangeably by some writers, but some maintain the distinction for the two.

According to Aswathappa, (2008) the term benefit applies to those items for which a direct monetary value to the individual employee can be ascertained, as in the case of pension, medical insurance or holiday pays. And a service applies to such items as a company newspaper, company or purchasing service, for which a direct money value for the individual employee cannot fully be established. Khanka (2003) defined benefits as membership based non-financial rewards given to employees. Balcher defined benefits as any wage cost not directly connected with employees' productivity effort performance service or sacrifice.

Employee benefits and services include any benefit that the employee receives in addition to direct remuneration. (Aswathappa, 2008) benefits and services, however, are indirect compensation because they are usually extended as a condition of employment and are not directly related to performance. Employee benefits and services are alternatively known as fringes, services programs, employee benefits or hidden payroll (Aswathappa, 2008). According to Rao (2008), different terms are used to denote fringe benefits. They are welfare measures, social charges; social security measures supplements, sub-wages and employee benefits. The term covers bonus, social security measures, retirement benefits like provident fund, gratuity, pension, work men's compensation, housing, medical, canteen, cooperative credit consumer stores, educational facilities, recreational facilities, financial advice and so on. Thus fringe benefits cover a number of employee services and facilities provided by an employer to his employees and in some cases to their family members also. Armstrong (2006) also gave more light on employee benefits. According to him they include pension, sick pay, insurance cover, company cars and a number of other "Perks". Perks are benefits to which an employee is entitled. They comprise elements of remuneration additional to the various forms of cash pay and also include provisions for employees that are not strictly remuneration such as annual holidays.

Employee services include employee counselling and welfare services. The argument for employee services at work was well put by Martin, 1967. Staff spend at least a half ($\frac{1}{2}$) their working time at work/ in getting to it. They know they contribute to the organization when they are reasonably free from worry and they feel, perhaps inarticulately that when they are in trouble they are due to get something back from the organization. People are entitled to be treated as full human beings with personal needs, hopes and anxieties. They are employed as people, they bring themselves to work and they can not readily leave their troubles at home. The social argument for employees' welfare services is the most compelling one but there is also an economic argument by Martin (1967).

"Increases in morale or loyalty may result
In commensurate or indeed many increases
in productivity but undue anxiety can result
in reduced effectiveness."

Even if welfare services can not increase individual productivity, they can help to minimize decreases. A further practical argument in favour of employee welfare services is that reputation for showing concern helps to improve image of the firm as a good employer and thus assist in recruitment. Welfare may not directly increase productivity, but it may increase commitment and help in the retention of key employees (Martin, 1967).

Employee counselling is also a condition in the work environment. Many firms provide individualized counselling for all employees beyond that experience in the give and take of training and development programs. This helps to overcome the anxiety and stress associated with family, legal, financial and other off the job problems that can prevent any one from performing up to his or her abilities. (Wendell, 2003)

There are employee satisfaction measures where the degree to which employees are satisfied with human resources policies and practices can be measured by attitude survey. These can obtain opinions on matters such as their work, their views about

their managers, how they are treated, their pay, how they are kept informed, opportunities for learning and career development and their working environment and facilities (Wendell, 2003).

There are many benefits plans which Gary, (1988) classified into four types: supplemental pay benefits (unemployment insurance) insurance benefits (such as worker's compensation) retirement benefits (such as pensions), employee services (dining facilities). Gary explains that employee's preferences for different benefits vary with employee's age, marital status and therefore it's important to customize the benefits package to ensure that it contributes to improving performance at work.

In an attempt to attract and retain superior personnel, employers offer employees a range of benefits that generally are not required to be offered such as dental, medical, pension and profit-sharing plans. (Bannet & Hartman, 2004). The Employee Retirement Income Security Act of 1974 (ERISA) was enacted to protect employee benefit plan participants. From retirement plan abuses by administrators; and the fair labour standards, Act of 1938 (FLSA) was enacted to establish standards for minimum wages, overtime pay, employer, record keeping, and child labour (Bannet & Hartman, 2004).

Benefits differ from compensation and remuneration; this was supported by Raymond et al (1995), he says although it makes sense to think of benefits as part of total compensation, benefits have unique aspects.

1. There is a question of legal compliance, although direct compensation is subject to government regulation, the scope and impact of regulation on benefits is far greater. Some benefits such as social security are mandated by law.
2. The organizations which typically offer them (benefits and services) have come to be institutionalized. Providing medical benefits of some sort has become almost obligatory for many employers.

indirect effect on one's social and psychological functioning. Harris (2000), supports the given view by stressing the fact that high employee performance is obviously one of the most important HRM goals, both from the organization and the employee's viewpoint. Sackett, Berry, wienmann & Roxanne (2006) categorized ineffective job performance as forms of counter productive behaviours. According to them ineffective job performance is often difficult to detect, diagnose the cause of, prevent or resolve, because most performance measurement systems only assess the impact of various employee behaviours rather than the behaviours themselves.

Heneman's et al (1986) advice on performance measurement issues is that, to be effective, performance measures must aid management in meeting two requirements;

- The measurement system must identify in what ways there can be positive employee contribution to the organization (identifying the dimensions of performance).
- The system must establish standards of contributions for each performance dimension identified in the first step.

Sackett et al, (2006) adds on to say that performance data is the most common method of evaluating ineffective job performance and often includes personnel data, production data, subjective evaluations, and electronic performance monitoring. According to Heneman et al (2006) job performance is usually multidimensional and the problem becomes complex when one considers that jobs differ and hence the activities necessary to make effective contributions differ across jobs.

(Harris, 2000) gives some factors which motivate job performance as pay increases, bonuses and related financial incentives, extra vacation time, verbal complement from supervisor, promotion to a better job, free tickets to sports events, more interesting work, special projects, better office, employee-of-the month award, your name in the company , newsletter, better job title and free movie tickets.

Turnover

Employee job turnover is the rate at which employees leave the organization. According to Armstrong, (2006), the definition of labour turnover is the analysis of the numbers of people leaving the organization. The causes were summed up into three; Lower performance, lack of reward contingencies for performance, and better external job opportunities (Sackett et al, (2006). Armstrong (2006) says turnover may be a function of negative job attitudes, low job satisfaction, combined with an ability to secure employment elsewhere, i.e. the state of the labour market. He goes on to support turnover on the other hand as a normal part of organizational functioning although excessively high turnover may be dysfunctional, a certain level of turnover is to be expected and can be beneficial to an organization.

Circumstances under which turnover can be good versus bad for the organization.

Turnover is good when	Turnover is bad when
<ol style="list-style-type: none">1. Poor performance leaves2. New employees with innovative ideas can be hired3. New employees can be hired at lower wages and benefits4. Remaining employees have new promotion opportunities	<ol style="list-style-type: none">1. Company must spend money hiring replacements2. Company must spend time and money training replacements3. Remaining employees become demoralized4. Former employee takes business away from company.

Source: Adapted from Harris M. A practical Approach, Human Resource Management (a division of Harcourt College Publishers, USA, 2000)

Absenteeism

Absenteeism is the frequent absence from work especially without good reason. Absent means not present or the state of being away. Sackett et al (2006) says that absenteeism is typically measured by time lost measures and frequency measures it is

weakly linked to affective predictors such as job satisfaction and commitment. Job satisfaction as defined by Harris (2000) refers to how pleased an employee is with his/her job and organization. But other organizations view employee satisfaction as important only because it can affect other factors such as turnover and unionized interest.

If the absenteeism becomes more frequent, the superior or manager may have to take time from work to counsel the employee. On the other hand absenteeism sometimes serves legitimate personnel needs and may help reduce job –related stress and tension. There are two basic factors which determine whether an employee will have an unplanned absence. These are motivation to attend work and ability to attend work. Motivation to attend work means the willingness to exert high levels of efforts towards organizational goals, conditioned by the effort ability to satisfy some individual need (Robbins, 1996) according to Khanka (2003) Motivation is the willingness to exert efforts towards the accomplishment of goal or need and ability means the power to do something. An organization that has a high absenteeism rate may change its disciplinary procedures (Harris, 2000).

Productivity

Personal productivity refers to the amount of resources including the time one consumes to achieve a certain level of output (Dubrin, 2001). Today many organizations are implementing improvement programs, often with major implications for jobs and workers. Harris (2000) further listed the common work constraints that affect productivity as insufficient information, inappropriate tools and equipment, missing materials or supplies limited budget, insufficient support from others insufficient task preparations, limited time, poor physical conditions, poor scheduling.

Productivity is also affected by counter productive behaviour. Counter productive behaviour is the employee behaviour that goes against the goals of an organization (Sackett et al, 2006) for example murder violent assault, theft of company property and

encouraging malicious rumours, claiming credit for others, work and attempting to derail others' careers. Employees are likely to engage in counterproductive behaviours when they feel that they have received an unfair outcome. However it is not enough for an employee to feel he/she has received unfair outcome. The employee generally must also believe that the organization used unfair procedures to make the decision (Harris, 2000).

While productivity can be measured in terms of any one of the several factors such as capital equipment, materials, fuel and labour what matters is labour productivity. It is the relationship between the input of labour measured in man hours and the output of the entire economy or of a particular industry or plant measured in terms of money or in physical terms (Aswathappa, 2008).

Accidents

The ever increasing mechanization, electrification, chemicalisation and sophistication have made industrial jobs more and more complex and intricate. This has led to increased dangers to human life in industries through accidents and injuries. In fact the same underlines the need for and importance of industrial safety. An industrial accident is a sudden and unexpected occurrence in the industry which interrupts the orderly progress of the work (Khanka, 2003). According to the factories Act 1948; "it is an occurrence in an industrial establishment causing bodily injury to a person which makes him unfit to resume his duties in the next 48 hours". Rao , (2008), also in line with Khanka defines an accident as an occurrence which interrupts or interferes with orderly progress of work in an industrial establishment.

In other words, an accident is an unexpected event in the course of employment which is neither anticipated nor designed to occur. However Khanka (2003) gave a clarification on the distinction of an accident and injury. He says it is important to note that self –inflicted injuries cannot be regarded as accidents. And defines an industrial

injury as “ a personal injury to an employee which has been caused by an accident or an occupational disease and which arises out of or in the course of unemployment and which could entitle such employee to compensation under worker’s compensation Act 1923”. Rao also supported Khanka’s view on an industrial injury. According to Wanzige & Kitonsa an injury includes an accident caused by any of the occupational diseases. Whereas Rao (2008) says occupational diseases are the results of physical conditions and the presence of industrial poisonous and non poisonous dust in the atmosphere. These include lead, poisoning, lead tetra-ethyl poisoning, phosphorous poisoning, manganese poisoning or its sequel, mercury poisoning, arsenic, anthrax, silicosis, chrome alteration. Khanka (2003), supported him by saying occupied diseases are these which are caused by working conditions prevalent in industries.

Accidents may be of different types depending upon the severity, durability, degree in injury. An accident causing death or permanent or prolonged disability to the injured employee is called a major accident. A cut that does not render the employee disabled is termed as minor accident. Accident when an employee gets injury with external signs of it, it is external injury. Injury without showing external signs such as fractured bone is called an internal one. When an injury renders an injured employee disabled for a short period, say a day or a week, it is a temporary accident. On the contrary making injured employee disabled for ever is called permanent accident. Disability caused by accident may be partial or total, fatal or non fatal, (Khanka, 2003). According to safety experts, there are three basic causes /factors that contribute to accidents in organizations. These are chance occurrences, unsafe conditions and unsafe acts on the part of employees (Rao, 2008).

Unsafe conditions (work related cause) are one sort or another biggest cause of accidents; such causes are associated with defective plant, equipment materials, buildings those can be termed “as technical causes” which arise when there are improper/inadequate safety guards on machines, when machines break down, when

protection equipment is installed improperly, when mechanical or construction designs are defective and when control devices which have been installed to make the operation of machines that are accident free are lacking or defective, or when there is an absence of proper maintenance supervision of these devices. Other work related causes of accidents are the job itself, work schedules, psychological climate of the workplace.

Unsafe Acts, these may result from lack of knowledge or skill on the part of the employee, certain physical defects and wrong attitudes. These acts include operating without authority, lifting improperly, cleaning, adjusting, oiling or moving dangerous equipment. Personality characteristics also influence accident behaviours of individuals e.g. characteristics like personality and motivation serve as a basis for certain behaviour tendencies.

Other causes; these causes arise out of unsafe situational and climate conditions and variations – such as bad working conditions, rough and slippery floors, heat, humidity, dust, fume-laden atmosphere, very long hours of work, unsatisfactory behaviour of domineering supervisors, excessive noise and carelessness in handling of such inflammable materials such as oil, grease and explosives (Rao, 2008) adequate safety measures and precaution can avoid accidents.

Other Factors Affecting Employee performance

According to Vroom's Expectancy theory, employee performance at work is based on individual factors such as personality, skills, knowledge, experience and abilities. Armstrong (2006), says people's worries and the resulting stress may well arise from work like their concerns about security money, health and relationship with others. But they also bring their personal problems like family issues, personal economic problems and inherent personality characteristics (Robbins, 1996) to work and many of

these can not be solved without reference to the situation. They may require time off to deal with sick children/partners or care for relatives or advice on how to solve their problems and so minimize interference with their work.

According to Gary & Lane, (1988) personal affairs also affect employee performance. They support the given views by saying having one's personal affairs in order, maintaining financial independence and security are important health practices. This involves the ability to maintain employment, to budget one's income and live within one's means then keep legal documents current. Problems with personal affairs are a major cause of emotional disturbances. Individual differences have been divided into five variables to be the relevant moderators. These are perception, job experience, social support, belief in locus of control and hostility.

Social Support involves meaningful interpersonal relationships, communication skills and the ability to share affection. People who maintain intimate relationships experience less illness have shorter convalescence periods and tend to live longer (Gary & Lane, 1988).

According to Robbins, (1996) for individuals whose work associates are unhelpful or even actively hostile, social support may be found outside the job. Involvement with family friends and community can provide the support especially for those with a high social need that is missing at work. This can make job stressors more tolerable.

Perception refers to a person's interpretation of reality. In the process you select, organize and interpret all environmental stimuli through your senses (Lussier, 2002).

Locus of control; Employees with an internal locus of control believe they control their own destiny. Those with an external locus of control believe their lives are controlled by the outside forces. Evidence indicates that internals perceive their jobs to be less stressful than do the externals. When the two groups confront similar stressful situations, the

internals are likely to believe they can have a significant effect on the results (Robbins, 1996). Externals who are more likely to feel helpless in stressful situations are also more likely to experience stress hence affecting performance.

Hostility; Attention was directed at the type A personality. The type is characterized by feeling a chronic sense of time urgency and by an excessive competitive drive. A type A individual is aggressively involved in a chronic incessant struggle to achieve more and more in less and less time if required to do so, against the opposing efforts of other things or persons. Recent researchers believed Type 'A's were more likely to experience stress on and off the job (Robbins, 1996).

Job Experience; Experience is said to be a great teacher. It can also be a great stress reducer in work situations. Senior members of the organization are more likely to be fully adapted to working conditions than the new members. Hence the varying changes in employee performance.

Environmental Factors; This covers Environmental Safety. Safety means freedom from the occurrence of risk injury or loss. Environmental safety incorporates self-protection and risk reduction. The use of protective equipment, driving practices, accident prevention and fire protection are some of the lifestyle behaviours to consider (Gary & Lane, 1988). The typical individual only works about 40 to 50 hours a week. The experiences and problems that people encounter in those other 120 plus non work hours each week can spill over to the job. (Robbins, 1996) Under environmental factors employees are also stressed by the political instability and economic uncertainty.

The significant Relationship between Working Conditions and Employee Performance

According to Armstrong, the achievement of the highest standards of health and safety in the workplace is important because there's the elimination or at least

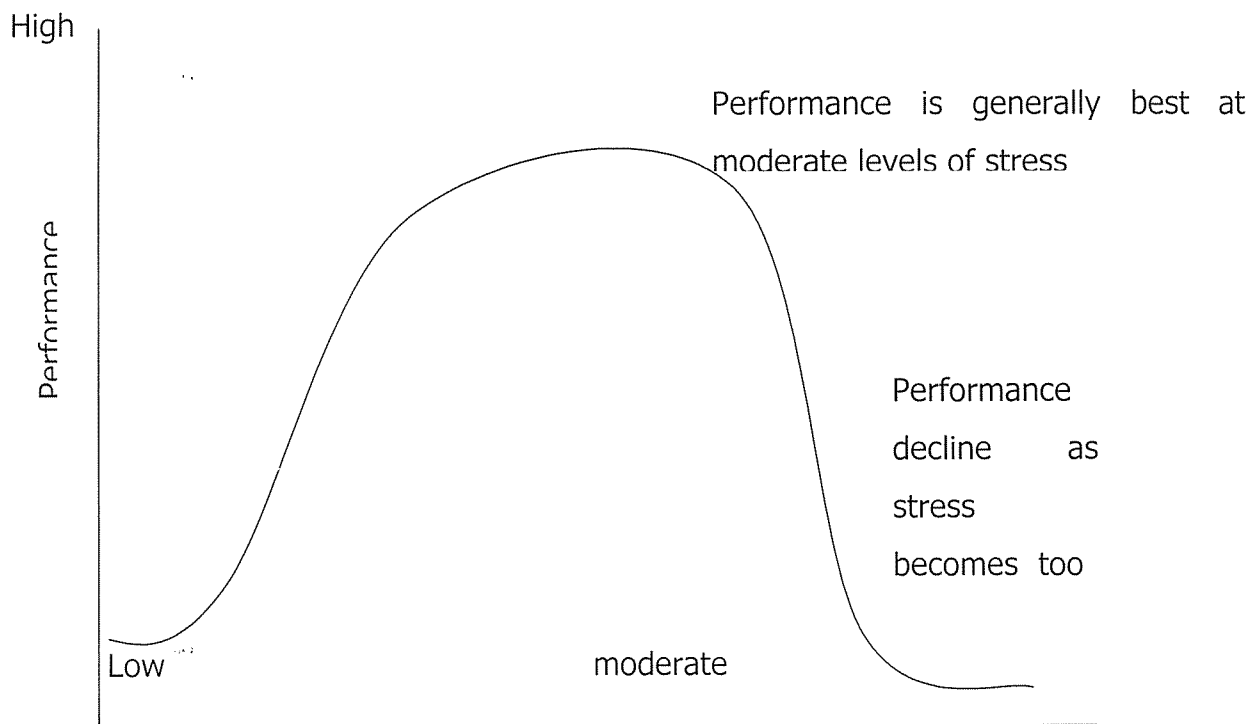
minimization of health and safety hazards and risks. He gave an example of research by health and safety executive such as Astrazeneca, severn trent water and Transco which established that the tangible benefits from better health and safety management include higher productivity, lower absence, avoiding the cost of accidents and litigation, meeting client demand and improved staff morale and employee relations. These organizations have managed to overcome the common perception that health and safety is a compliance or staff welfare issue and use initiatives in this area to add value to the business. Employers in the study made a number of headline savings from investing on occupational health and safety (Armstrong, 2006).

Just as environmental uncertainty influences the design of an organization structure, the organizational structure also influences stress levels among employees in that organization (Robbins, 1996). Stress is an emotional and /or physical reaction to environmental activities and events (Lussier, 2002). Likewise Dubrin, (2001) notes that stress refers to reaction to the situation, not the situation or force itself. He defines stress as an adaptive response that is the consequence of any action, situation or event that places special demands on a person. There are four common stressors related to work and these include personality type, organizational climate, management behaviour and degree of satisfaction (Lussier, 2002). Individuals differ in their responses to situations of strategies which management would like to consider like improved personnel selection and job placement, use of realistic goal setting, redesigning of jobs, increased employee involvement, improved organizational communication and establishment of corporate wellness program (Robbins, 1996).

Wehrich et al (1990), went ahead to give other working conditions which increase stress levels of employees and also defined the term stress as an adaptive response, mediated by individual differences or physiological processes, say a sequence of any external action situation that places excessive physiological or physical demands on a person. There are many physical sources of stress such as a work overload,

irregular work hours, loss of sleep, loud noises, these may be due to a particular situation such as boring job, inability to socialize, lack of autonomy, responsibility for results without sufficient authority, unrealistic objective and role ambiguity or role conflict. Stress will lead to low performances as it results in psychological symptoms (Anxiety, Depression, Decrease job satisfaction). Prolonged stress may lead to burnout, a condition of emotional, mental and physical exhaustion in response to long term stressors. Burned out people are often cynical. Burnout is a complex phenomenon, but it often occurs when one feels out of control.

The relationship between stress and job performance



Source: Durbin, Human relations interpersonal job oriented skills 7th Edition, London, Prentice Hall 2001 (P. 303)

Turnover is the rate of employee separation in an organization that is to say a measure of the rate at which employees leave the firm. Employee turnover can be voluntary or involuntary (Gomez 1995). Turnover rate is a result of not matching the best people to the right jobs. Other reasons for employee turnover have been classified

under more pay, better prospect (career move), more security, more opportunities to develop skills; better working conditions poor relationships with managers/team leader and colleagues. (Milkovich and Boudreau, 1991) many causes of employee turnover can be controlled by employers i.e. unfair Human Resource practices that increase turnover rates include lower compensation and poor benefits which increase the rate at which employees voluntarily leave their employers.

Remuneration is another factor which affects employee performance in one way or the other. In order to understand which components of remuneration are more effective, there is need to understand the conceptual framework or theories of remuneration. Three such theories are reinforcement and expectancy, equity theory and agency theory. **Reinforcement theory** postulates that a behaviour which has a rewarding experience is likely to be repeated, **Vroom's Expectancy theory** focuses on the link between rewards and behaviour and **Equity theory** posits that an employee who receives inequity in his or her rewards seeks to restore equity. **Agency theory focuses** on the divergent interests and goals of the organization's stakeholders and the way employee remuneration can be used to align these interests and goals . The implication for remuneration is that high employee performance followed by a monetary reward will make future employee performance more likely. By the same token, a high performance not followed by a reward will make its recurrence unlikely in future (Aswathappa, 2008).

The desired outcome for health enhancement programs is increased performance capability. The benefits of programs that provide a knowledge base, positive attitudes, behaviour change and enhance health result in increased performance capability. The rewards to workers and employers include increased availability at work, decreased absenteeism and health care utilization and increased energy, strength, stamina concentration emotional stability and self- confidence. All

these benefits to individual employees are likely to generate increased productivity for the company (Gary & Lane, 1988, p. 133).

Heneman et al, (1986) points out the effect of performance appraisal on employee performance. Performance appraisal meets administrative challenges which in turn affect employee performance. The line managers are usually responsible for actually conducting the appraisals once the instrumentation is developed (Performance measures, uses and measurement procedures involving performance appraisal). Unfortunately the results of their efforts often prove problematical. The greatest difficulty stems from the fact that the individuals must conduct performance appraisal and individuals are prone to many errors of judgment. The scholars give a scenario of a task of confronting the manager who must do the appraisal;

- S/he must select the information to be obtained about employees to be evaluated.
- Observe that information on the employees.
- Organize and store the information often over a fairly long period of time (as much as a year to 18 months).
- Combine and integrate the information in what ultimately becomes the performance appraisal.

Clearly there are many opportunities for the appraiser to misjudge the performance of employees. For example the highest performing employees may not receive the highest evaluations. As a consequence, human resource management is often called on to improve the results of appraisals (Heneman et al, 1986).

Compensation as well has effects on employees' performance. Rao (2008), Managerial compensation which is dealt with differently from that of other employees has yielded greater results. Managers are live wires of the organization and that's why their compensation packages are designed following the managerial compensation policy. The policy should contain the following components. Basic pay plus allowances,

Fringe benefits, retirement benefits, sample to administer, establish parity with other companies externally, establish parity with other managerial positions internally, establish rational basis with positions and grades and pay benefits level should attract and retain talent.

Among the benefits are the child care programs and there's some indication that parents feel positively about employer supported child care programs. As a small part of the national Employer supported child care project, the author surveyed 691 parents using 19-employer-surpported centers and compared their expressed satisfaction responses to a group of parents using non- employer services. Parents using employer services expressed significantly higher satisfaction with all aspects of care. In addition the parents said that child care affected their job performance positively In terms of recruitment (38%), less turnover (69%), better performance (41%), and positive morale (63%), reduced absenteeism (47%) and recommending their employer to potential employees because of the child care program (53%) (Gary & Lane 1988).

Among the poor working conditions is the payment of low wages/ salaries which results in differing levels of interests creating an atmosphere of opposing forces that inhibits desirable co-operative efforts. In organized industrial life ways must be sought to minimize tensions and promote bargaining. This is when collective bargaining initiated by Trade Unions bodies comes in for example NUPAW (U). Collective bargaining is a method by which trade unions protect and improve the conditions of their members working lives. This is coined by Sydney and Beatrice according to Rao, (2008)

The ILO defined collective bargaining as negotiations about working conditions and terms of employment between an employer and a group of employees or one or more employees' organizations with a view to come to an agreement wherein the terms serve as a code of defining the rights and obligations of each party in their

employment, relations with one another; Fix a large number of detailed conditions of employment; and during its validity, none of the matters it deals with can in normal circumstances be given as a ground for a dispute concerning an individual worker (Rao, 2008). Poor employer- employee relations can create many problems for the company. Seeking a union to represent employees is a move that most companies would oppose (Harris, 2000).

However collective bargaining remains the cornerstone of congenial industrial relations and of constructive peace. It helps to bring the unreserved co-operation between employees and employer by minimizing the Lacuna (a gap or missing portion) between the varying interests of union and management (Rao, 2008).

CHAPTER THREE

METHODOLOGY

Research Design

The study employed descriptive correlation research design to describe and explain the relationship between working conditions and employee performance. The method involved collecting data in order to determine whether and to what degree a relationship exists between two variables. The study therefore employed the correlation research design to describe and explain the relationship between working conditions and employee performance at Kinyara sugar works limited in Masindi.

Research Population

The research population consisted of all the managerial staff and subordinate staff of Kinyara Sugar works Limited. The population included staff in 7grades of General Management, Heads of Department, section heads, senior Managers, supritenders, supervisors and skilled man power from all departments. The total population of managerial and subordinate staff is 2287 as depicted in Table 3.1.

Research Population Table 3.1

	Agric dept.	Cane dev't	Agric. w/shop	Human resource	Factory	Finance	Company secretariat	Material & stores	Marketing	General manager	Total
No. of staff	145	736	529	208	550	24	2	64	19	10	2287

- Under the Agriculture department there are staff members involved in activities of harvesting, transportation of sugarcane and out growers.
- The cane development department includes staff members involved in agronomy (Agronomy is the science of soil management and crop production).

- Agriculture workshop includes staff members under engineering. These activities include land preparation, ploughing and planting on the Estate.
- The Human Resource department involves staff members under the personnel administration, medical, training for staff and staff welfare of the company.
- The Factory department is responsible for Engineering, production and building on the company Estate.
- Finance department involves the staff members for Accounts and information technology.
- The Company Secretariat as a department is responsible for or handles the legal affairs of the company.
- Store and materials are the department responsible for the issuing, making orders and procurement.
- Marketing is the department responsible for maintaining the good reputation of the Company or improving the perception of the public towards the Company.
- Finally the overall top department is that of the General Manager. This covers the general management and Auditing.

Here the researcher had an intention of representing all sub-groups proportionately.

Sample Size

The researcher used the sloven's formula to determine the sample size. Out of the research population of 2287 staff members of Kinyara Sugar Works Limited, the researcher selected a sample of 341 respondents. Below is the formula applied to derive sample size from the research population already given

Sloven's Formula

$$\begin{aligned}
 N &= \frac{N}{1+Nx^2} \\
 &= \frac{2287}{1+(2287 \times (0.05)^2)}
 \end{aligned}$$

$$= \frac{2287}{6.7175}$$

6.7175

$$= 340.45$$

$$= 341$$

Sampling Procedure

The grades of staff were selected using stratified sampling technique where the researcher identified sub-groups in the population and selected respondents from each sub-group to form a sample. The researcher used purposive sampling technique to determine which staff to interview from the departments given with an intention of maximizing the number of respondents. By selecting typical and useful cases only purposive sampling was used because there were 7 significant grades that the researcher was interested in getting the primary data from. These were the General management, Heads of department; section Heads, senior managers, supretenders, supervisors and skilled manpower of Kinyara sugar works ltd.

Research Instrument

The main instrument for data collection included questionnaires and oral interviews. The researcher made use of the researcher made questionnaires and interviews to obtain primary data from KSWL as well as other secondary sources such as records, books, reports and news papers to attain secondary data. The questionnaire contained both open ended and close ended questions. These helped the researcher to get sufficient information to establish the relationship between employee performance and working conditions with focus on products and general competitiveness with other sugar companies.

Subordinate Questionnaire

The researcher devised questionnaires were used since the study was concerned with variables that can not be directly observed such as views, opinions perceptions and feelings of the respondents. Such information is best collected through questionnaires.

There were two sets of Subordinate staff questionnaires which were; the questionnaire showing the level of employee performance and the second one showing the extent of working conditions.

Validity and Reliability of the instrument

The researcher discussed the content of the instrument with the Human resource manager before the instrument is administered to the respondents. This would assure the researcher that her tool was appropriate for the data she wanted to collect.

The validity of the research instrument was guaranteed through pre-testing research instrument.

The Questionnaire had 12 items of which 10 were valid.

The CVI is the number of valid items divided by the total number of items.

Therefore the content validity index is 0.8 making the Questionnaire used by the Researcher valid enough to collected the necessary required data.

In this study, the reliability of the research instruments particularly, the questionnaire was established using the SPSS Cronbach Alpha Coefficient test. Specifically, this test covered the research items systematically arranged in the questionnaire (Appendix C) according to the research questions. All the variables reflected in these grouped research items of the questionnaire were particularly tested using the Cronbach's Alpha Coefficient (CAC). As a result, SPSS Reliability test yielded a CAC output of '0.789' (Appendix E).

In relation to this analysis, the reliability of a research instrument can be determined within the range of 0.7- 1.0. Thus, since the Cronbach Alpha Coefficient stated above is within this range, then the questionnaire was reliable and hence reliable data was collected. The key informants interview guide (Appendix D) was equally reliable because it contains the same variables as the questionnaire.

Data Gathering Procedures

Before going to the field

After agreeing on the topic between the researcher and the research supervisor, the researcher continued to work hand in hand with the supervisor to produce the proposal that was used in the study. The researcher then sought a letter of introduction from Kampala International University.

During data collection

The Researcher then went to the field and discussed with the Human Resource Manager on how the self administered questionnaires were to be given to the respondents and how long it would take them to be filled so that she could collect them at the agreed time. To the managerial Officials, interviews were conducted by the researcher to enable her get clarification on what subordinate staff had answered and got information on how the company can improve the working conditions which are not favorable.

After data collection

After collecting data from all various respondents, the researcher organized analyzed data and made a report that was submitted to the relevant department for examination.

Data Analysis

The study used correlation (r) as the data analysis technique which is used when the researcher wants to describe the association between two or more variables. The relationship between the Variables was investigated using the Pearson's correlation. The researcher used Frequencies, Percentages and Simple Correlation to describe the relationship between Variables, diagrams such as frequency distribution, Tables and all Quantitative data was expressed inform of percentages. Thereafter the information was

transformed into Tables by use of computer package of statistical packages for social sciences (SPSS).

Ethical Considerations

The major ethical issues of concern are informed consent, Privacy and confidentiality, anonymity and researcher's responsibility. The Researcher consulted the Human Resource Manager for KSWL in regard to the proposed study and sought his approval before the study was carried out. And the study participants were assured of confidentiality, privacy and anonymity before participating.

Limitations of the Study

- The distance from the Head office to the divisions was long and this affected the numbers of questionnaires returned from those respective departments.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Personal profile data

This data covers the bio-data of subordinate employees that formed the most majority of the sample population. According to the field survey, the majority 82.4% of these employees was male and the rest 17.6% were females. In regard to their level of education, 25.8% of these employees were Uganda Certificate of Education (UCE) holders with ordinary secondary education, 24.3% were Uganda advanced certificate of education (UACE) holders with Advanced secondary education while 10.6% others had tertiary education certificates. In addition, the majority 31.7% were diploma holders, 6.2% were degree holders and the rest 1.4% of the employees were holders of masters' degrees.

In respect of the period of service at Kinyara Sugar Factory limited, 7.3% of subordinate employees revealed that they had served for less than a year, 28.7% had been at the factory for 1-3 years, while the majority 35.2% had spent there 4-7 years of service. Similarly 25.5% of these employees indicated that they had 8-11 years experience at the factory and the rest 3.2% revealed that they had worked there for over 12 years.

Table 1
The profile data of the respondents at Kinyara Sugar works Limited.

Item	Frequency	Percentage
Gender		
Male	281	82.4
Female	60	17.6
Total	341	100
Educational Qualification		
Basic Primary	00	00
Secondary Level	88	25.8
Advanced Level	83	24.3
Certificate Level	36	10.6
Diploma Level	108	31.7
Degree Level	21	6.2
Masters Level	05	1.4
Total	341	100
Age		
18-25 years	70	20.5
26-35 years	100	29.3
36-45 years	100	29.3
46-55 years	50	14.7
56-65 years	21	6.2
Total	341	100
Years of Service		
Less than a year	25	7.3
1-3 years	98	28.7
4-7 years	120	35.2
8-11 years	87	25.5
12-15 years	11	3.2
Total	341	100

Source: Primary data

Table 2
Extent of Working Conditions
(N = 341)

Indicators of Working Conditions	Mean	Interpretation	Rank
System of communication	2.45	Fairly satisfactory	1
Employer-employee relationship	2.32	Fairly satisfactory	2
Performance appraisal system	2.29	Fairly satisfactory	3
The remuneration package offered	2.11	Fairly satisfactory	4
Grievances handling procedure	2.10	Fairly satisfactory	5
Occupational safety	2.05	Fairly satisfactory	6
Employee job in general	2.03	Fairly satisfactory	7
Employee benefits	2.00	Fairly satisfactory	8
Average Mean	2.17	Fairly satisfactory	

Source : Primary data

Interpretation guide

<i>Mean Range</i>	<i>Response Mode</i>	<i>Interpretation</i>
3.26 – 4.00	Strongly agree	Very satisfactory
2.51 – 3.25	Agree	Satisfactory
1.76 – 2.50	Disagree	Fairly satisfactory
1.00 – 1.75	Strongly disagree	Unsatisfactory

Table 2 shows the extent of working conditions at Kinyara Sugar Works Limited. The findings show that the employees of the Company are fully satisfied with the working conditions. That's why the performance is not very high to increase productivity.

Table 3
Level of Employee Performance
(N = 341)

Indicators of Employee Performance	Mean	Interpretation	rank
Working conditions and productivity	2.07	Low	1
Working conditions and job performance or satisfaction	2.00	Low	2
Employee performance improve with improved working conditions	1.96	Low	3
Work relationships	1.89	Low	4
Employee Turn Over in 2010/11 FY	1.84	Low	5
Employee work perception	1.73	Very low	6
Off work employee safety	1.71	Very low	7
Employee confidence	1.68	Very low	8
Employee absenteeism in 2010/11 FY	1.67	Very low	9
Employee receptivity/humility	1.60	Very low	10
Employee job experience	1.55	Very low	11
Employee Occupational Accidents in 2010/11 FY	1.48	Very low	12
Average Mean	1.76	low	

Source: Primary data

Interpretation guide

Mean Range

3.26 – 4.00

2.51 – 3.25

1.76 – 2.50

1.00 – 1.75

Response Mode

Strongly agree

Agree

Disagree

Strongly disagree

Interpretation

Very high

High

Low

Very low

Table 3 shows the level of employee performance. This portrays that the level goes on declining if the working conditions are not improved. And when the working conditions are improved then the level of performance will be high.

Table 4
Relationship between Extent of Working Conditions and Level of
Employee Performance
(Level of Significance = 0.05)

Variables Correlated	r-value	sig.	Interpretation	Decision on Ho
Extent of Working Conditions Vs Level of Employee Performance	.589	.000	Positive and significant correlation	Rejected

The Correlation is significantly positive.

There is a significance of 0.05 and the sig is 0.000. This shows that there is a very strong positive significant relationship between the extent of working conditions and the level of employee performance. Therefore the hypothesis is rejected. This means there is a significant relationship between working conditions and employee performance. Only a few employees were satisfied with the working conditions while many others were not. It is thus recommended that employee performance would significantly improve with working conditions.

Table 4.6 shows the regression results

Model	Unstandardised coefficients		standardized	t	Sig.
	B	Std. Error	Beta		
1 (constant)	1.471	.115		12.757	.000
Working conditions and productivity	.240	.052	.249	4.647	.000

a. Dependent Variable: Employee Performance improves with improved working conditions.

The findings show that there's a .000 significance which means the relationship between the working conditions and employee performance is strong and positive.

The regression model shows that the standardized beta is 0.249, the unstandardized coefficient of B and std.error as 1.471 for working conditions and 0.240 for productivity and 0.115 for working conditions and 0.052 for productivity respectively. The regression result therefore show that the employee performance will improve with improved working conditions thus increasing productivity. According to the regression results, the hypothesis was rejected and it was recommended that employee performance with improve with improved working conditions.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS OF THE STUDY

Findings

The discussion was made by relating the findings to the existing info that reflects the relevant research objectives and/or questions stated in chapter one, respectively. Thus, this is arranged under respective themes reflected in each of these objectives and/or questions.

This study ascertained the working conditions of employees at KSWL. Working conditions, according to (Cynthia et al, 1993), are all existing circumstances, affecting labor in the workplace. Particularly It examined employee contentment with the several working conditions in the company. They include employee remuneration, benefits, occupational safety, communication, employee-employer relationship, grievances handling, performance standards and appraisal and the management style. This was persistent with Wendell (2003) study of the work place environment which involves all the above factors.

This particular analysis of KSWL was done because of the correlation between the employee, such conditions and the job. Despite their relevancy to employee motivation as cited by Cynthia et al (1993), accordingly, each of these working conditions is un satisfactory to certain employees. They are not entirely favorable enough for effective employee management, majority of the respondents' perceptions suggest inconsistency in such employment conditions for which some thing has to be done for the better. This situation at KSWL contradicts the very principle for which these work conditions subsist in companies. Various scholars and/or research have underscored the significance of working conditions to the employees and the company

(Oso and onen 2008, Ivancevich, 2001, the OHS Trained manual, and Hellriegel et al, 2001)

The working conditions at the company, since they are generally not good enough and it was deduced are liable for improvement. This is consistent with Wendell's (2003) submission who highlighted the significance of maintaining effectiveness of institutional work environment an aspect of human resource management in companies. In this study, it was realized that relevant conditions would be more impressive if at all they are enhanced otherwise; in their current status most of the working conditions at KSWL are contestable.

Particularly more attention is needed for some conditions namely, the management style, remuneration package, employee benefits, occupational safety, work communication employer-employee relationship, grievances handling, performance standards and performance appraisal.

Regarding the question of other social factors most of these conditions, according to experience at KSWL, were found out to be mainly personal variables among employees. This is in agreement with Vroom's Expectancy theory, which observes that employee performance at work is based on individual factors such as personality, skills, knowledge experience and abilities. Specifically variables disclosed in this study include work relationships, off work employee safety, employee receptivity/humility, confidence, and job experience and employee perception. These are non institutional factors. This is also reflected in the book of Robbins (1996) where it noted that besides institutional factors such as those specified above employees also bring their personal problems like family issues, personal economic problems and inherent personality characteristics.

As analyzed in the study, employee social factors are largely favourable since they are satisfactory among the majority of the employees investigated, just very few of

the informants expressed concern over such conditions. Nonetheless there are some among such social conditions that require attention. And these include employee confidence, job experience and out off-work employee security. The work consistency in these personal social conditions equally imperative and thus situational among employees at KSWL deserves due attention always for effective job commitment. This realization watches Robbins, (1996) assertion that non institutional work problems can not be solved without reference to the situation.

Armstrong (2006) was also concerned about the suitability of similar work social factors. He says people's worries and the resulting stress may well arise from like their concerns about security, money, health and relationship with others fortunately, such social variables at KSWL are generally favorable for most of the employees and unfavorable to very few others regarding their work at KSWL.

In regard to the effect of working conditions on employee performance; All relevant working conditions analyzed in this study are significant factors in determining employee motivation at the company. This is also reflected by Robbins (1996), the organizational structure which is mainly made of similar institutional working conditions also influences motivation, controls employee stress which is an emotional and/or physical reaction to environmental activities and events (Lussier, 2002). In this study job performance is however not satisfactory enough because of such conditions among most of the employees at KSWL. Many of the employees are not adequately satisfied for all such institutional conditions.

Nonetheless, grievances management and employer employee relationship were cited as most compromising because besides being inconsistent, they are control factors which when enhanced can help in improving other working conditions specified above. Remuneration is also widely complained about because it is one of the core working conditions since it is a monetary reward that is most sensitive not only to the

employees but also the company as a profit making venture besides the economic costs. Occupational safety is equally perceived most prominent among many of the employees because of the nature of the company. Kinyara Sugar Works Limited is a production and processing company that is mainly associated with agricultural and factory work. This is very prone to occupational accidents

The situation at KSWL is identifiable to similar studies which indicate the inevitable impact of company institutional set-up on the effectiveness in employee performance. One of such studies is by Gary and Lane (1988) who asserted that work place conditions have been a major factor in compromising the health of workers in America, poor working conditions, had a negative effect on the work place and workers' consistency.

Particularly to substantiate the short comings of the work place conditions of job performance in KSWL is an observation by Wehrich et al (1990) can be a suitable example, working conditions have negative impact because they de-motivate or increase stress levels of employees towards work and hence performance is compromised.

In light of the above argument research evidence re-affirms the role of work conditions on employee performance. Evidence at KSWL shows that employee performance can greatly improve with improved working conditions. These it was found out, are more compromising compared to employee personal social factors specified in this study as other social factors regarding performance. Truly the impact of such social factors can not be ignored but more concern from employees at the company is about working conditions.

Conclusion

Considering the research findings, working conditions, which are mainly institutional factors play a vital role in motivating employees to perform their assigned work. Besides, there are other equally influential social factors; these, in respect of the research evidence at KSWL, are mostly employee personal variables.

Though such personal variables have an impact on workplace performance, managers or supervisors and particularly employees at KSWL are more concerned with the aptness of institutional factors which include the management style, remuneration package, employee benefits, occupational safety, communication, employee- employer relationship, grievances handling, performance standards and appraisal . Employees can be more comfortable working in whole gamut of workplace institutional factors that influence their motivation.

Accordingly employees that are not satisfied or contented with such conditions at KSWL are not committed and consistent enough for effective job performance and the reverse is true. Notably however, majority of the workforce at the company are fairly contented and so are their job satisfaction and productivity. By implication KSWL can do much better if the institutional concerns of the employees are considerably addressed. Thus, to drive an organization whether or not private to peak performance employers must rise up for a pleased and motivated human capital. This study has implications for similar domestic industrial investments in Uganda.

Recommendations

In light of the research conclusions, the following recommendations were made.

Employee motivation and enabling organizational plan Workers in indigenously owned manufacturing firms such as KSWL work very hard, but the majority of them are dissatisfied with their remuneration and other extrinsic factors of

work. However there is no doubt that owners of such enterprises want them to grow and endure. One of the ways to achieve that is to create conditions in which workers see a promising future in their workplace. This will make them see themselves as part of the enterprise. Therefore, in addition to improvement of wages and employee benefits such as on job social welfare provisions extrinsic conditions of employment such as occupation safety should be built into the organizational plan.

Promotion of a harmonious organizational structure In order to minimize employee- management friction, companies like SWL can develop a harmonious organizational structure. This may involve establishing an organizational culture and managerial practice that can foster the growth, continuity and stability of the private-public investment firms such KSWL. To do this, employers and workers should undergo education by way of training workshops on the demands and strategies of operating complex organizations. Universities or institutes of Management can take on this role.

This is necessary because such enterprises are in fact formal organizations, even though their ownership is often informal. Given that some of the entrepreneurs have little human resource management education while some have none at all, training should focus on simple discussions of the rationale for, and methods, of integrating the personal goals of the worker with those of the employers and their managers. Workers and employers should find themselves united in their effort to achieve the mutually beneficial objectives of growth, continuity and stability.

Human resource development For purposes of propping up employee personal variables such as work relations, confidence and experience besides motivation, entrepreneurs should invest in the short and long-term goals of their employees. Two elements of these goals are important to the latter, namely, training followed by promotion and commensurate material benefits, and post-employment security in the form of gratuity and/ or pension. Workers will always maintain a ` birds

of passage' orientation if they are not sure that a job will help them to meet their material needs and those of the extended family, build a nuclear family, pay the bills for their children's education, and have a sense of fulfillment in old age.

Solutions to the problems of post-employment security in the form of gratuity/pension should not be left to the discretion of entrepreneurs alone. The profit motive may prevent them from according it the attention it deserves. Government should, therefore, enact and monitor legislation making it mandatory for firms to build such security into the conditions of service. Such legislation will in the long run benefit the Firms such KSWL, because they will be better placed to retain an experienced and loyal workforce.

Allowing employees hold shares in the company Employers may consider letting employees buy some company shares as a strategy for making them have a stake in and identification with the enterprises. Selling a small portion of a company's shares to its employees is a winning strategy because it elicits their devotion to the enterprise. The intent here is to bind the worker to the firm. This is fundamentally imperative because employee share-ownership plans can also help to prevent the formation and crystallization of the militant unionism loathed by employers. Workers will be less likely to disrupt structures in which they share ownership than structures in which the owner is viewed as a distant exploiter.

Development of employee Unions Employers of large-scale indigenous manufacturing firms such as KSWL should co-operate and promote the development of unions as an integral part of industrial organization since there is an apparent lack of commitment to unions at KSWL. This is commonly because entrepreneurs believe that prevention of unionisation will ensure sustained industrial calm. However, employer aversion to unionism has its costs as well. One perspective of industrial relations holds that workers unionise to establish and consolidate avenues of ensuring their security.

As Chamberlain and Cullen (1971) observed, the union is the worker's representative, his/her 'spokesperson' and agent in dealing with the employer. Besides employee grievances, where the worker is denied the freedom of association in the workplace, his/her feeling of insecurity increases. Instead of getting him integrated with the enterprise, he is alienated, a situation which increases employee tendency toward spontaneous and unceremonious abandonment of the organisation. The latter constantly suffers losses because of its inability to retain a viable workforce. By dealing with workers' problems individually, employers and/or managers cannot undertake a holistic, systemic appreciation of the problems of the enterprise. Therefore, unionization can be of use to both workers and employers.

Future research Similar research in future should probe the reasons for the de-emphasis of the content and physical environment of work by employees in such enterprises. If survival is central to workers, as implied by Maslow's needs theory, how do they survive with their meagre earnings? Do they engage in other economic activities outside their factory employment in order to earn additional income? If so, what kinds of activities are these, and where and when do they take place, given that work in the factory occupies most of their time? Because of their scale and scope in the present Uganda's economy, medium/large scale indigenous manufacturing enterprises such as KSWL urgently need the attention of scholars interested in the strengthening of indigenous managerial capabilities in a developing country like Uganda.

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<http://www.maltproducts.com/?gclid=CJPuxKuI7qYCFcgf4Qod6jiOGA>

Retrieved on 04/02/ 2011 from the World Wide Web:

APPENDIX A:

TRANSMITTAL LETTER



**KAMPALA
INTERNATIONAL
UNIVERSITY**

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OFFICE OF THE COORDINATOR, BUSINESS AND MANAGEMENT SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)

March 11, 2011

Dear Sir/Madam,

RE: REQUEST FOR KATUSABE LYDIA MHR/4033/91/DU TO CONDUCT RESEARCH IN YOUR ORGANIZATION

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Arts in Human Resource Management.

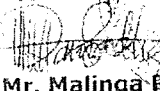
She is currently conducting a field research of which the title is "**Working Conditions and Employee Performance of Kinyara Sugar Works Limited (KSWL) in Masindi, Uganda.**" As part of her research work; she has to collect relevant information through questionnaires, interviews and other relevant reading materials.

Your organization has been identified as a valuable source of information pertaining to her research project. The purpose of this letter is to request you to avail her with the pertinent information she may need.

Any information shared with her in your organization shall be treated with utmost confidentiality.

Any assistance rendered to her will be highly appreciated.

Yours truly,


Mr. Malinga Ramadhan
Coordinator
Business and Management (SPGSR)

APPENDIX B

INFORMED CONSENT



17th March, 2010

Head of Department
Kampala International University
P O Box 20000
Kampala

Dear Sir

Re: MS. KATUSABE LYDIA

We are glad to inform you that, the above named student, Ms. Katusabe Lydia conducted her research project in our company.

In carrying out this study, the questionnaires were distributed to various responsible persons in the company sections, who responded to the questions on the routine activities taking place in the Organization.

We therefore hope she will present to you a true record of the relevant information about our company operations.

Finally we urge Ms. Katusabe to ensure that all what she learned and information/data she collected from our Company will be kept confidential and be used jealously purely for academic purposes.

Sincerely,

Patrick Adimola.
Ag. Staff Development Manager

APPENDIX C

QUESTIONNAIRE FOR SUBORDINATE STAFF SHOWING THE EXTENT OF WORKING CONDITIONS

Dear Respondents,

This questionnaire is for the purpose of collecting data that will assist in writing a thesis that is a partial requirement for a Master of Human Resource management of Kampala International University. It is **NOT** meant for any other purpose, and the information provided here in will be kept with almost confidentiality. You are therefore kindly requested to co-operate in answering the questions honestly to provide the required information.

The topic of study is "working conditions and employee performance in Kinyara Sugar Works Limited, Masindi District Uganda."

Respondent Personal Profile

1. Gender:

- 2. Male ☐
- 3. Female ☐

2. Education Level

- 1. Basic Primary
- 2. Secondary Level
- 3. Advanced Level
- 4. Certificate Level
- 5. Diploma Level
- 6. Degree Level
- 7. Masters Level

4. Age

- 1. 18-25

2. 26-35
3. 36-45
4. 46-55
5. 56-65

5. Years of Service

1. Less than a year
2. 1-3 years
3. 4-7 years
4. 8-11 years
5. 12-15 years

6. The current Working Conditions at Kinyara Sugar Works Limited

. Employees are satisfied with the current working Conditions at Kinyara Sugar Works Limited.	Strongly Agree	Agree	Strongly Disagree	Disagree
a) The remuneration package?				
b) Benefits offered				
c) Occupational safety				
d) System of communication				
e)Employer- employee relationship				
f) Grievances handling procedure				
g) Performance appraisal system				
h) Your job in general				

7. The system of communication adopted by the company is favourable to the employees?

- a) Strongly Agree ☐
- b) Agree ☐

c) Strongly Disagree ☐

d) Disagree ☐

8. As a staff member are I am contented with the performance standards that I follow when executing my duties?

1. Strongly Agree ☐

2. Agree ☐

3. Strongly Disagree ☐

4. Disagree

9. All the working Conditions are good enough to the employees.

1. Strongly Agree ☐

2. Agree ☐

3. Strongly Disagree ☐

4. Disagree ☐

10. The relationship between the management relationship and employee performance is very strong?

1. Strongly Agree ☐

2. Agree ☐

3. Strongly Disagree ☐

4. Disagree ☐

12. The most unfavourable working conditions to employee performance in the company are

	Strongly Agree	Agree	Strongly Disagree	Disagree
Remuneration				
Management Relationships				
Occupation Safety				
Grievance Management				

QUESTIONNAIRE FOR SUBORDINATE STAFF SHOWING THE LEVEL OF EMPLOYEE PERFORMANCE

1. The following are the non institutional factors affecting employee performance

	Strongly Agree	Agree	Strongly Disagree	Disagree
i) Work relationships				
ii) Employee perception				
iii) Employee receptivity				
iv) Employee confidence				
v) Employee job experience				
vi) Off work employee safety				

2. The following employee inconsistencies were common in the financial year 2010/2011

	Strongly Agree	Agree	Strongly Disagree	Disagree
i) Employee Turn Over				
ii) Absenteeism				
iii) Occupational Accidents				

3. Employee performance can improve with improved working conditions in your company to a greater extent.

1. Strongly Agree ☐
2. Agree ☐
3. Strongly Disagree ☐
4. Disagree ☐

4. The following factors are common among the employees in the company.

	Strongly agree	Agree	Strongly Disagree	Disagree
Poor work relationships				
Poor employee perception				
Employees Lack of Confidence				
Less Employee Job Experience				
Off-Work Employee insecurity				

5. The Working Conditions are favourable to job performance and productivity

	Strongly Agree	Agree	Strongly Disagree	Disagree
a) Job performance or satisfaction				
b) Productivity				

APPENDIX D

RELIABILITY TEST

(SPSS Output) Scale al Variables

Case Processing Summary

		N	%
Cases	Valid	327	99.4
	Excluded ^a	2	.6
	Total	329	100.0

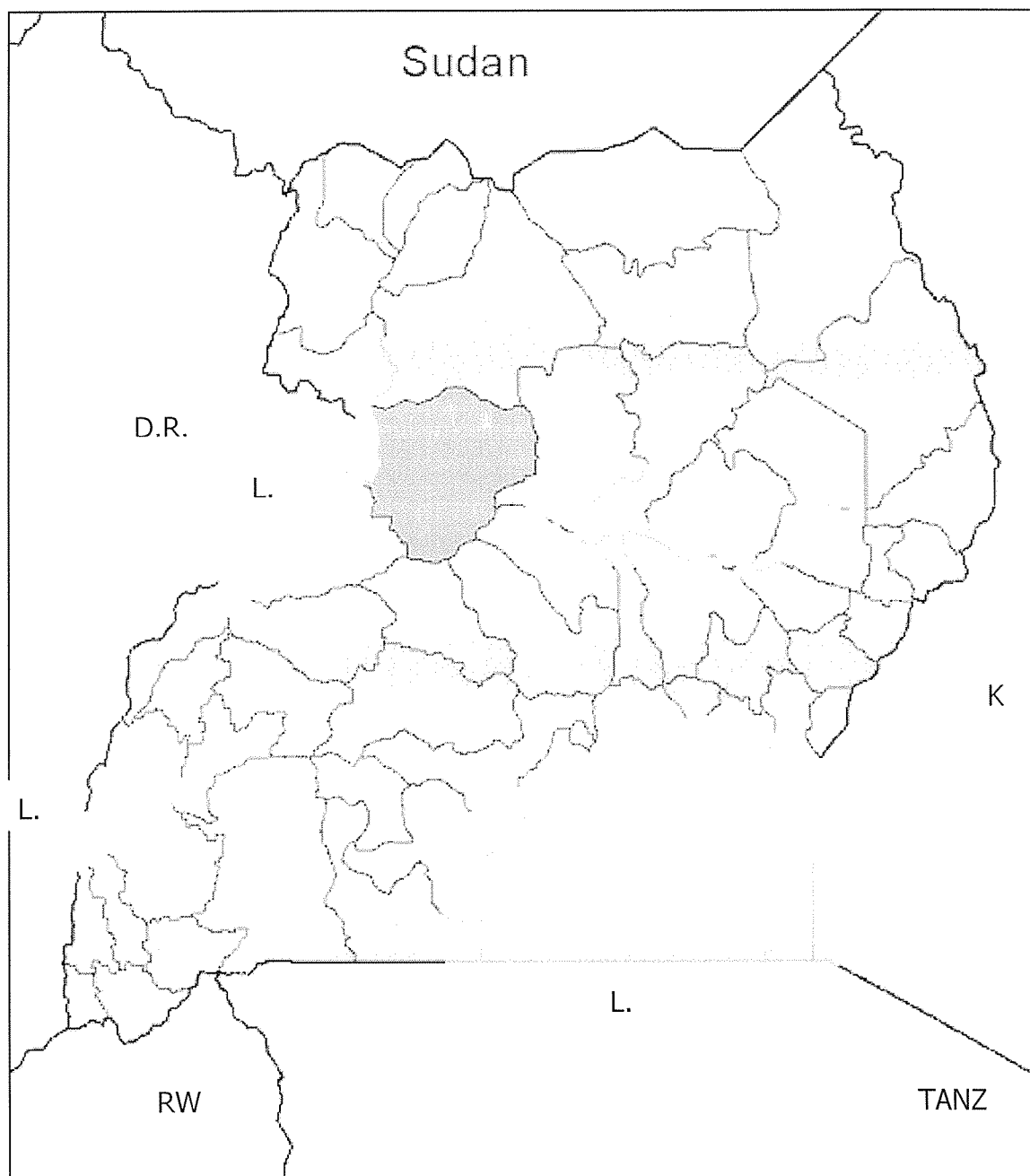
a. Listwise deletion based on all variables in the procedure.


Reliability Statistics

Cronbach's Alpha	N of Items
.789	24

APENDIX E

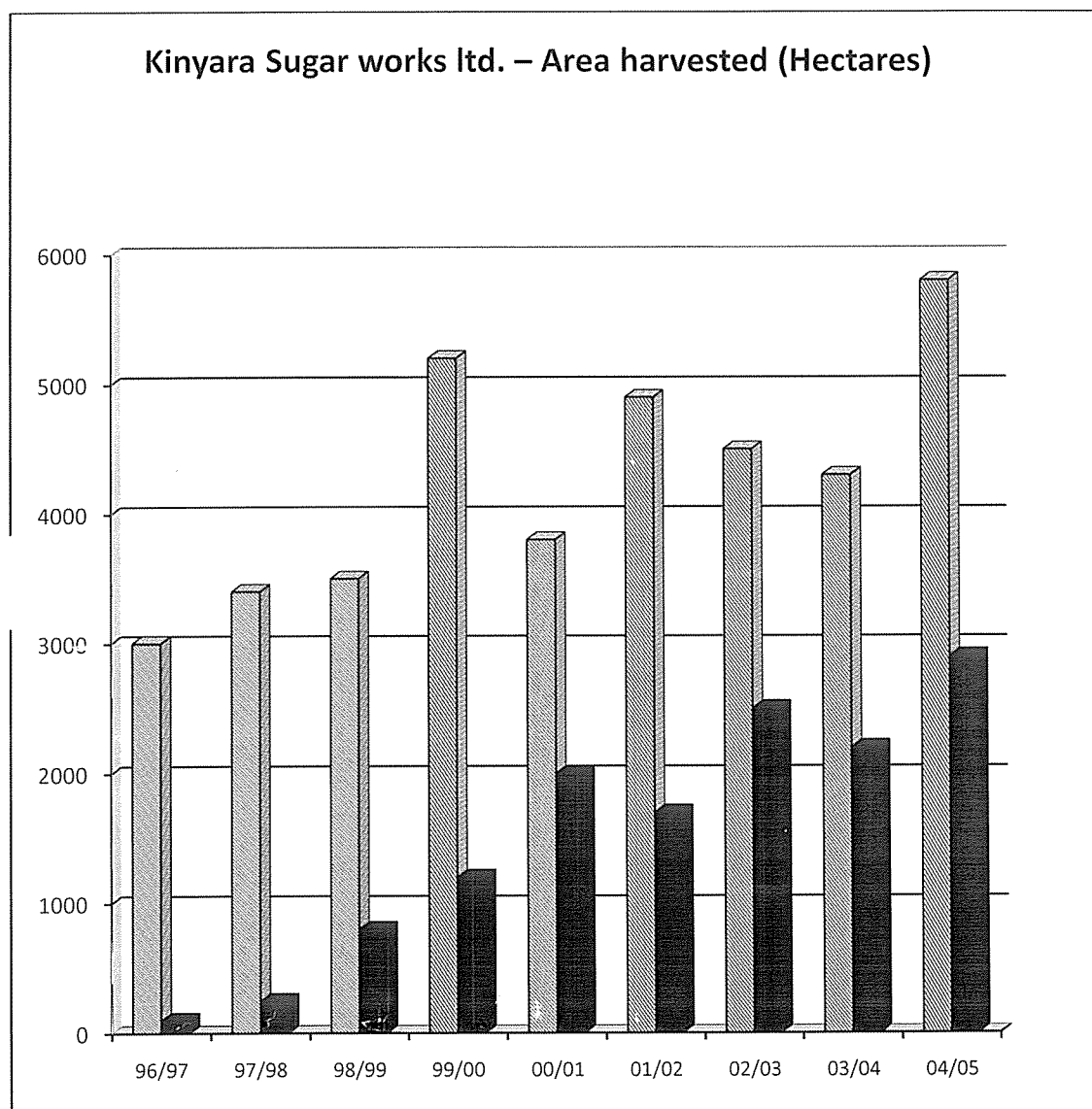
A MAP OF UGANDA SHOWING MASINDI DISTRICT



 Masindi

APPENDIX F

Area harvested in 2004/2005 was 5,231 ha. of Estate cane and 2,777 ha. of out growers' cane.



KEY



Estate – Area harvested



Out growers – area harvested

RESEARCHER'S CURRICULLUM VITEA

PERSONAL PROFILE

NAME	KATUSABE LYDIA
NATIONALITY	UGANDAN
AGE	27
RELIGION	ANGLICAN
CONTACT ADDRESS	0782938034
EMAIL ADDRESS	kahundelydia@yahoo.com

The researcher considers herself innovative and creative, result oriented with the sense of self accountability, transparent with appositive attitude towards conditions. Also dynamic to easily adapt to new environment and above all interested in learning.

Education back ground

Year	Institution	Award
2002-2005	Kampala International University	BAE-second upper class
2000-2001	Kyebambe Girls' School	U A C E
1996-1999	Kyebambe Girls' School	U C E
1989-1995	Kyebambe Model Primary School	P L E

Working experience

The researcher worked as a welfare officer for Tamteco (Toro and Mityana Tea Company Ltd) for two years (2007 August to 2009 August).

