THE IMPACT OF EMPLOYEE RELATIONS ON LABOUR STABILITY:

A CASE STUDY OF SSABAGABO SUBCOUNTY

HEADQUARTERS – MAKINDYE.

BY

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BHR/11739/61/DU

A RESEARCH REPORT SUBMITTED TO THE SCHOOL OF BUSINESS

AND MANAGEMENT IN PARTIAL FULFILLMENT OF THE

REQUIREMENTS FOR AWARD OF DEGREE

IN HUMAN RESOURCE MANAGEMENT

OF KAMPALA INTERNATIONAL

UNIVERSITY.

JAN, 2009

APPROVAL

This is to certify that the research of Besigye Rowland has been under my Supervision and is now ready for submission to the School of Business and Management for the award of a degree of Human Resource Management of Kampala International University.

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DATE: ...9/.02/.2009

DECLARATION

I Besigye Rowland declare that this research report is my original work and has never been submitted to any University for any award. Where the work of others has been cited, acknowledgements have been made.

Signature: ....

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Date: ...09/02/2009

DEDICATION

This paper is dedicated to my dear parents Mr. and Mrs Frank Kagaari, my brothers and sisters Akankwasa Dan, Byamukama Denis, Nickson Rukundo, Ainebyona Innocent, Kemigisha Peace and Komujuni Eunice; for the great contribution they rendered to me in order to come up with this research paper.

ACKNOWLEDGEMENT

During the preparation of this research report, I was blessed by many people whose contribution, correction and encouragements made the task much easier up to its final completion.

A special note of thanks to my supervisor Mr. Ssendagire Hassan Wasswa whose close supervision, guidance and thoughtful insights helped me get a clear view to write this report. May the Lord God bless you.

I also owe gratitude to my wonderful parents, brothers and sisters for their constant financial support. I would like to express my sincere appreciation to my course mates for their contribution and guidance, the entire school of business and management of Kampala International University and to all my respondents may God bless you.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ACRONYMS

SCHQ'S   Ssabagabo Sub-county Headquarters.

CDO   Community Development Officer.

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ABSTRACT

The study intended to investigate the Impact of Employee Relations on the rate of Labour Stability mainly at SCHQs – Makindye while being guided by a problem statement that is to say Employee Relations is a gate way to labour stability justified by foreign countries like United States where employees are treated as great resources resulting into lower labour turnover rates in the country (Pastay G. 2001). However, at SCHQs- Makindye, the concept seemed to have been taken for granted which forced the researcher to end up conducting a detailed research in order to examine the impact of employee relations on the rate of labour stability.

The main specific objectives of this study were to investigate the relationship that existed between industrial democracy on the rate if labour stability, the importance of participation and involvement on the rate labour stability and lastly the effects of leadership style on the rate of labour stability respectively. In data collection process, the researcher employed instruments like closed and self administered questionnaires and interviews for primary data and extensive library research for secondary data which were all analyzed using Microsoft excel, presented in tables and pie charts for easy interpretation.

In as far as findings are concerned, the study found out that industrial democracy is a road map to knowledge management and a way of streamlining sub-county activities using methods such as delegation, motivation, transparency and good leadership styles. the study further found out that participation and involvement are practices important in promoting decision making process and problem solving activities and that leadership is an integral part of management nad every one's business in an organization justified by the participative style that was popularly used at the sub-county. However, the study revealed that the activities which this research rotated on such as industrial democracy, participation and involvement plus leadership style were practiced in favour of the ruling party while segregating other parties at the sub-county.
Further more the study found out that the sub-county had inefficient suggestion boxes and poor treatment of employees revealed by low wages and salaries that they were getting compared to the standards of living.

Thus, it can be recommended that all sub-county employees should be allowed to participate in the sub-county activities regardless of the political party in which they belong and financial rewards should be properly integrated in the total systems of promoting good employee relations in order for labour stability to prevail at the sub-county.

CHAPTER ONE

INTRODUCTION

1.0 Background

The study was aided and guided by Human relations approach to industrial relation in conjunction with systems theory. Human relations theory was advanced by Elton Mayo (1924 to 1932) under his behavioural perspectives theme; "The Management view that knowledge of the psychological and social processes of human behaviour can result in improvement in productivity and work satisfaction." The theory stipulates that human resources are made up; of living human beings but not machines. They need freedom of speech, of thought, of expression, of movement and of control over their timings (P. S Rao 2001). This is a managerial approach that views the relationships between employers and supervisors as the most salient aspect of management. The term human relations include the relationship during and out of employment situations. Systems theory, views the organization as a system of interrelated parts that function in a holistic way to achieve a common purpose (Prasad 1999). These two theories were adopted for this study because for example human relations theory determines the impact of job satisfaction when management pays special attention to workers and systems theory tries to explain the impact of that is imbedded in unity, co-operation and collaboration between all the parties in the organization and the way an organization can perish when one party is rejected out.

Ivacevich (2000) defines employee relations as rules, practices and conventions governing the relationship between management and their work force normally involving collective employee representation and bargaining. Rao (2001) defines employee relations as the medium through which both employees and employers mutually co-operate for maximum satisfaction of the economic, social and psychological wants. Employee relations is also the sum total of Managements attribute to labour and labour attribute to management policies and practice that affect the interests of the Employees, (G. Pustay 2006). Employee relations are basically interaction between Management and unions involving continuous dialogue between two sides on various issues of common

interests with the view of shaping each others interest (A. K Aswathappa 2001). The working definition adopted for this study is from Ivancevich (2000) and A. K. Aswathappa who said that Employee relations is simply looking into rules, practices convention, relationships governing management, workforce and unions.

In this study, employee relations will be characterized by industrial democracy, involvement and participation and the style of leadership'. According to Chuck Williams 2005, Labour stability refers to the situation where management do whatever it can, to ensure that the rate at which employees are leaving and entering the organization is in Equilibrium. Armstrong (2006), relates labour stability to fair and Equal rewarding system that cater for all employees, democratic leadership, participative decision making, health and safety, and general welfare of Employees. The working definition for this study is got from Chuck William (2003) and Armstrong (2006) who stipulates that labour stability is maintaining the rate at which employees are leaving and entering the organization in Equilibrium state without forgetting to reward them fairly and Equally, leading them democratically, involve them in decision making and maintaining their welfare and general health and safety. Labour stability will be characterized by industrial peace, reduced absenteeism and unity and co-operation.

The term industrial democracy was much used in the late 1970s to refer to forms of power sharing in industry with trade unions having a significant influence over how it might operate (Silavesta 1999) It is a system where Employee and employer feel that they are working together towards a common cause; hand on hand, pulling together their weight for the development of industry and progress of the society (Pyle and George 1997). Therefore industrial democracy is a term generally used to mean measures and policies pursued by a business organization to encourage workers participation in order to achieve the stated objectives Armstrong Michael (2006). The main aim of industrial democracy is to increase the rights of Employees or their representatives to participate in decision making often by appointing worker directors on to boards. This means that industrial democracy implies increasing personal liberty integrated with additional personal responsibility. This therefore means that good Employee relations is an engine and a prerequisite to industrial democracy and could also be seen as resulting from partnership in a joint enterprise that looks at wages and condition of employment,

2

creates a sense of identity between workers and their institutions. The concept therefore, describes the ideology of the body governed by and for the people.

It should be noted that industrial democracy is a Roadmap to labour stability in any organizational body because it gives workers autonomy, provide them with opportunities to plan and even allow them to participate in decision making process which all work towards retaining employees in the organization hence labour stability. At S.C.H.Qs-Makindye, it was found out that there are both good and bad indicators of industrial democracy. on the good side of it, it was found out that employees were allowed to participate in routine decision making and brainstorming activities. the bad side of it revealed that industrial democracy was practiced at the expense of the opposition party which contributed towards labour instability at the sub-county.

Involvement and participation, is concerned with giving employees a voice (Robbins and Decenzo, 2001). They refer to any processes in Organizations introduced by management to convey information to employees on business initiatives, decisions and results. They cover procedures, mechanisms and processes which are set up by management in agreement with trade unions. This enables employees through their unions or other representative body to avert influence and to share in decision making on matters which affect their interests (Rao 2003). According to Marchington and Goodman, 1992), Employee involvement involves practices formulated by management designated purposely to increase Employee information and commitment to the organization. According to Brian Stevens (1990), involvement assumes a recognition that employees have untapped potential but managers retains the right to manage. Guest and Fatchet (1974) define participation as any process through which a person or a group of persons m determines what another person or group of persons will do. Stevens (1990) believes that participation is about employees playing a greater past in the decision making process. He further explained that employees can easily get committed to their work; improve on their performance and satisfaction levels only when they are involved in decision making and brainstorming process of an industry. These will then act as catalysts towards promotion of labour stability. The study findings at S.C.H.Q'S-Makindye indicated that the concept of employee participation and involvement had been

3

given the first priority signified by the successive freedom given to the CDO, parish chiefs and lower level cadres in routine meetings at the sub-county headquarters.

Leadership style, leadership refers to the process of influencing others in a given situation to achieve group or organizational goals willingly and Enthusiastically Chuck William (2003). Classic study defined that leadership can either be democratic participative, laissez-faire or Autocratic. In most organizations leadership is directly linked to Employees relation in a sense that it is the form of leadership Exhibited by the leader that will set up the kind of environment that will be conducive for the development of good or poor employee relation. Gomez-Mejia and Balkin (2002) commented that strong democratic or participative leadership is a gate way to organizational success, because the leader who uses this to solicit the input of subordinates often requiring a consensus or majority rule before making a final decision which is motivative. The study findings further indicated that at SCHQS- Makindye, most employees for example the community development officer, sub-county chief, parish chiefs and local council heads are ever of a great demand of participative leadership style from the employers which they have in turn embraced. However, when it comes to the process of implementation of this style of leadership, most employees tend to fail signified by the fear to raise complaints during meetings, some dodge them because of fear which have also made labour instability rates increase at the sub-county headquarters (TPC, Report, 2008).

1.1 Problem Statement

Research indicates that good employee relations is a gate way to Labour stability justified by foreign countries like United States where employees are treated as great resource resulting in low turnover rates in that country's organizations (Pustay G. 2001). However at SCHQ's- Makindye, it seems that the concept has been taken for granted especially seen in the way management denies employees freedom to participate in decision making process consultative meeting and the way channel of communication have been blocked. So it's really disturbing the researcher that there are no detailed studies that have been carried out to examine the impact of Employee relations on labour

4

stability; a content that forces the researcher into the study with particular interest at SCHQ's- Makindye.

1.2 Objectives of the Study

1.2.1 General Objectives

The main objective of the research study was to determine and describe the relationship that exists between employee relations and rate of labour stability at Ssabagabo SCHQ's using a cross sectional survey designed with a view of promoting and maintaining high rates of labour stability. Employee relation was characterized by industrial democracy, employee involvement and participation and leadership style and labour stability was characterized by industrial peace, reduced absenteeism, unity and co-operation.

1.2.2 Specific Objectives

1. To determine the relationship between industrial democracy and the rate of labour stability at Ssabagabo SCHQ'S.
2. To find out the importance of Employee participation and involvement on the rate of labour stability at Ssabagabo SCHQ'S.
3. To find out the impact of leadership style on the rate of labour stability at Ssabagabo SCHQ'S

1.3 Research Questions

1. What is the relationship between industrial democracy and the rate of labour stability at Ssabagabo SCHQS?
2. How important is Employee participation and involvement on the rate of labour stability at Ssabagabo SCHQ's?
3. How does leadership style affect the rate of labour stability at Ssabagabo; SCHQS?

1.4 Significance of the Study

The Research findings of this study were expected to benefit the following.

- From the study findings, the sub-county would learnt how to treat their employees as human being but not like machines, how it can relate with other sub-counties, their employees and the yields from such a relationship especially in prompting and maintaining labour stability.

- The government would also get to know the tactics that could be applied to reduce the rate of brain drain not only of knowledgeable government sponsored students who finish studies and go out in foreign countries for greener pastures but also private sponsored students who do the same.

- The findings could be used as reference for future research work by any one who is interested in this area of study.

- The findings could be of great importance to policy makers when drafting human relation policies which stipulates that employees should be treated as human resources but not machines.

1.6 Scope of the Study

The study on Employee relations and rate of Labour stability was conducted between June 2008 and Feb, 2009 by using a sample cross sectional survey design of employees at Ssabagabo SCHQ'S. The study was carried out at SCHQ'S- Makindye, data being collected by the researcher using Questionnaires, interviews and document analysis. The study sought to determine the impact, relationship and importance of industrial democracy, employee participation and involvement and leadership style on the rate of labour stability at S SCHQ'S- Makindye.

6

1.7 Conceptual Framework

Employee Relations   **Labour Stability**

Industrial Democracy		Industrial peace
Employee involvement and participation	→	Reduced absenteeism
Leadership style		Unity and Co-operation
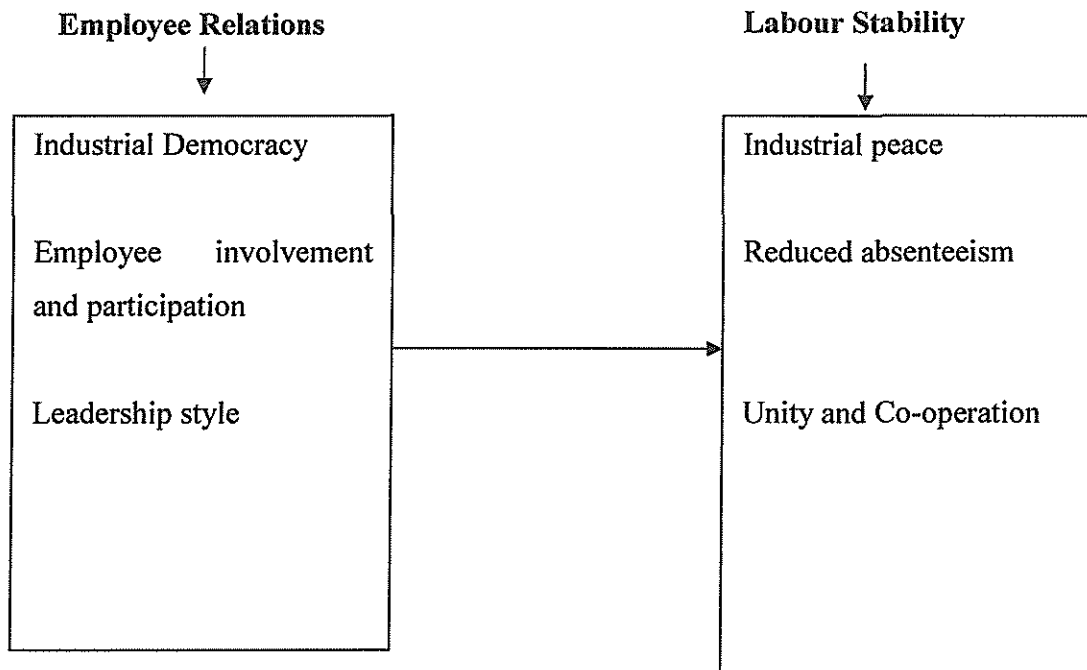
Source: Researcher 2009

When there is a good industrial democracy employee and employers will work toward a common cause leading to industrial peace and reduced absenteeism at work place and lastly unity plus co-operation will be the end result. Like wise employee involvement and participation let say in decision making will yield industrial peace, reduced absenteeism and unity plus co-operation at work. More so good leadership style like participation style of leadership is associated with impacts like industrial peace, reduced absenteeism, unity and co-operation which all promote and maintain job satisfaction and tend to increase the rate of labour stability.

7

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter focused on literature related to the impact of employee relations on the rate of labour stability and it tries to explain the impact of industrial democracy on labour stability, importance of employee involvement and participation on labour stability and effects of leadership style on labour stability.

2.1 Impact of Industrial Democracy on Labour Stability

The term Industrial democracy was much used in the late 1970s to refer to forms of power sharing in industry with trade unions having a significant influence over how it might operate. According to Pyle and George (1997), industrial democracy is a system where employees and employer feel that they are working together towards a common cause, for the development of industry and progress of the society. Griffin (2002) says an organization can easily perish when the top management level monopolizes power. Power should lie in the hand of every one in any organization body. The working definition adopted for the study is got from Pyle and George (1997), and Graffin (2002) who s aid that industrial democracy is about power sharing in the industry. (Rao 2003) urged that industrial democracy is a term generally used to mean measures and policies perused by business organization to encourage workers participation in order to achieve the stated objectives. Armstrong (2006 clearly brings out that collective discipline can be realized by the organization when much emphasis is put on power sharing. industrial democracy give workers autonomy, provides them with opportunities to plan, encourages decision making, it gives workers greater self esteem which are the key indicators for organizational success. Reece and Brandt (2003) further explains that every managerial level starting from first line management level to the top management level, power has to be share between employees and employers. Mamoria (2002) identified various methods that can be used by the organization ranging from participation

8

delegation, transparency, clear policies, supervisors, specialization, leadership, effective planning methods, discipline and grievance handling and performance management. .It is important to note that industrial democracy is directly linked to employee discipline, co-operation, unity, decision making which in turn acts as roadmap to maintaining and promoting the rate of labor stability more so many organizational tasks are more complex, they are hard to achieve by one man's show either physically or psychologically this therefore necessitates effective promotion of industrial democracy that will promote, maintain and increase the rate of labor stability especially through,

Delegation Gomez Mejia Balkin (2002) defines delegation as the transfer of decision making authority from a manager to subordinates or a team at a lower level in the organization. When a manager delegates decision making authority, the subordinate gets to make the decision. Armstrong (2006) explains delegations as giving responsibilities to subordinates who are in some cases performing the work. This is done to motivate high performing workers. Gomez Mejia Balkins further identifies the steps involved in delegation that is to say, determining what you want done, much the desired task with the most appropriate employee and lastly be sure you communicate clearly when assigning a task. Ask questions to make sure the task is fully understood and set clear deadlines. Graffin (2002) clearly brings out that delegating authorities to employees means empowering them with authority, which is one way to foster democracy as they are willing to accept the offer and not forcefully authorized, further more delegation gives the manager the time to focus on the most important tasks and decisions, it teaches the subordinates how to make their on decisions and lastly it lead to high quality decision that result in greater employee satisfaction. These factors make employee to accept the offer willingly leading to less resistance there by improving and promoting labor stability.

Joint consultation Robbins and Decenzo (1997) define joint consultation as a mean through which management and employees get together in consultative commits to discuss and determine matters affecting their joint or respective interests. Ivancevich (2000), defines it as an internal arrangement within an establishment for enabling the opinions and views of employees to be made know to the management. He further adds

9

that joint consultation is a basic element in the social application of industrial democracy. this is because it provides a means of consultation before managerial decision are taken, provides a channel for regular exchange of views between all those engaged in industry, Armstrong (2006) indicates that once joint consultation is properly implemented its impact will be revealed in form of industrial peace, joint participation among workers, mutual understanding and respect between management and workers which are all key indicators of industrial democracy that aid in promoting and maintaining labor stability in an organization.

Enhancement of communication according to Chandan (2001), communication is the oxygen of any organizational body. Gomez –Mejia Balkin 2002, defined communication as the process that involves the transmission of meaning full information from one party to another through the use of shared symbols. Communication is successful when the meaning is understood Keith Davis (1997) defines communication as a way of reaching other with ideas, facts, thoughts and values. He explained further that communication is a bridge of meaning among people so that they can share what they now and feel. research indicates that poor communication is probably the most cited source of grievances because individuals spend nearly 90% of their working hours while communicating (writing, reading, speaking and listening) communication involves a sender transmitting an idea to a receiver in a way that the idea is understood by the receiver in exact the same way the sender understand it "nothing is also simple that it can not be misunderstood" Freeman Teague Keith Davis (1977). Communication facilities all managerial functions like planning, controlling organizing leading motivation, among others. Reece and Brandt (2003) explains that every step in organization starting from acquisition to retention of an employee requires communication this therefore means that communication is the heart beat of every activity in an organization, it acts as a linkage to all organization's functions and is a component of industrial democracy that aid in enhancing labor stability.

10

2.2 Effect of Employee Involvement and Participation on the Rate of Labor Stability

Involvement and participation is much more concerned with giving employees a voice. (Robbins and Decenzo 2001) they relate to any process in organization introduced by management to convey information to employees on business initiatives, discussions and results. They cover procedures, mechanism and process which are set by management in a agreement with trade unions, there by enabling employees through their trade unions to exerts influence and share in decision making on matters which effect their interests (Rao 2003). Employment involvement refers to those practices formulated by management and are designed to increase employee information about and commitment to the organization. According to Marchington and Goodman 1992, employee involvement is concerned with the situation where the employer gives employee opportunity to become involved in their work and organization. According to Brian Stevens (1990), involvement assumes a recognition that employees have un tapped potential but managers retains the right to manage. Employee participation is much more concerned with any process through which a person or a group of persons determines what another person or group of persons will do (Guess and Fatchett 1974) Steven (1990) believes that participation is about employee playing a greater part in the decision making process. The definition adopted for this study is that employee involvement and participation refers to giving employees a voice in any organization activity. Employee involvement and participation take different forms as identified by Marchington (1995). it could be Downward communication, up ward problem solving, task of participation, consultation and representative participation and financial participation / involvement. Research indicates that various employees in any firm can not get committed to their work, improve on their performance and their productivity , rise their satisfaction levels unless their various forms where employees are involved and participate in decision making on matters that concerns them, and this can only be achieved through these ways

Group Decision Making is the process of identifying problems and opportunities and resolving them Gomez Mejia Balkin (2002). He further explained that management decisions can be made by manager's teams, or individual employees depending on the scope of decision, and the design and structure of the organization for example

11

organization with decentralized structures delegate some management decision making to team and front line employees. Decision making could either be programmed which deals with identifying the problems and matching the problems with routine procedures for resolving it or none programmed which also deals with the process of identifying and resolving the problem when a situation is unique and therefore are not previously established with routine or procedures that can be used as guides. Decision making under go various stages that rage from identifying and diagnosing the problem, generating alternative solutions, evaluating alternative, selecting the best alternative, implementing the decision and lastly evaluating the decision. J.S Chandan (2001) identifies the basic two ways through which the effectiveness of decision making can be increased in order to stimulate creative thinking that is to say brain storming and story boarding. He explained further that decision making is likely to reside within a group when employee commitment to the decision out come is critical to successful implementation. It should be noted that group decision making is beneficial to the quality of decisions made by involving more people who have a greater diversity of ideas and opinions and it can enhance decision acceptance by giving them a voice in the decision. This is a component of employee involvement and participation aimed at increasing the rate of labor stability.

Collective Bargaining employees and employers with deferring interests must work together if they are to achieve their respective goals (S. Rao 2003). But the differing interest creates an atmosphere of opposing forces which inhibit cooperation among and between employers and employees. So in any organization, ways must be sought to minimize tension and promote collective bargaining. Collective bargaining has been defined by Sydney and Beatrice Webb, Rao (2003) as a method by which trade unions protected and improved the conditions of their members working lives. Encyclopedia of social science defines collective bargaining as a process of discussion and negotiation between two parties, one or both of whom is a group of persons acting in consent. According to international labor organization (ILO), collective bargaining refers to negotiation about working conditions and terms of employment between an employer and group of employees, one or more employees, and organizations with the view if reaching an agreement. It is called collective because the employees as a group select representatives to meet and consult with management. Various studies indicate that

collective bargaining is a corner stone of good employee relations and constructive peace, it helps bring the unresolved between employees and employers to an agreement and it is the characteristic of employee involvement and participation aimed at furthering labor stability.

Acceptance of change J.S Chandan (2001) defines change as an alteration from one state of affair to another that normally occurs in the work environment. Although the future is hard to predict, it is possible to anticipate certain conditions that will necessitates change in the organization Reece and Brandt (2003). A growing organization is bound to experience a series of work related transitions for example recent careers have changed from traditional careers that were characterized by job security and long life career to protean careers people change their career from time to time due to personal interest which has some times interfered with labor stability rate in many organizations today signified by employees resistance to change, rampant labor turn over, and conflicts. But through proper employees' involvement and participation in decision making process and various related organizational activities they can easily accept any change that may exist in the firm. Kurt Lewin suggests a general model that organizations can use to make employees to accept change raging from unfreezing situation to changing and lastly refreezing situation. Lewin concluded that the change process of un freezing situation, changing and refreezing situation is not a one time application and a one man's show but it is a continuous and participative process due to dynamism and ever changing environment which is similarly related to the fact that without continuous employees participation and involvement labor stability will not exist in an organization.

2.3 Effects of Leadership Style on Labour Stability.

Richard. L .Draft (2000) defines leadership as the ability to influence people towards the attainment of organizational goals. He further explained that leadership occurs among people, involves the use of influence, and it is used to attain goals. Leadership is reciprocal occurring among people, leadership is a "people" activity, distinct from administrative paper shuffling or problem solving activities. It is dynamic and it involves the use of power. Gomez Mejia Balkin (2003), defines leadership as the ability to

13

influence people in a given situation to achieve organizational goal willingly and enthusiastically. He further explained that the concept of leadership management is relevant to any aspect ensuring effectiveness in organizations and in managing people. Therefore, the working definition adopted is that leadership is related to the ability of the leader to influence followers in a given situation to perform certain tasks willingly and enthusiastically. Many people believe that leadership is simply being the first, at the top, biggest or more powerful. Leadership in any organization has got a more meaning full definition; it simply means that some one who sets a direction and influence people to follow it willingly and enthusiastically without forcing them. There are different leadership styles usually practices in firms. Autocratic leadership style which occurs when leaders centralize power and decision making to themselves. And participative leadership style which occurs when a leader empowers decision making authority to other followers. Research revealed that for maximum employee relations in an organization, managers should endeavor use participative leader ship style that allows and empowers employees to participate in decision making process which in turn results in job satisfaction, self esteem, and self development there by promoting labor stability. Participative leadership style however promotes employees relations in the following ways.

Conflict management various research studies indicates that conflicts is inevitable an industry due to different personalities, perceptions and attitude among people. Chuck William (2003) defines a conflict as a situation of disagreement between two parties. Conflicts can either be functional especially when they are constructive to the industry or dysfunctional when they are destructive especially in form of loss of competent people. Human relations approach explains that conflict is centered on poor social relations such as inadequate communication. The approach explains that when conflicts become too many and instead of being addressed immediately are swept under the rags may lead to hostile environment resulting into labor instability. Research indicate that autocratic leadership style has contribute a lot towards inevitability of conflicts in many organizations this therefore means that participative style of leadership should be advocated to ensure that employees play a part especially in making decisions which will motivate them and raise their job satisfaction levels there by promoting labor stability

14

Motivation an organization has goals which can only be achieved by the efforts of the people who work in the organization. Individual people also have their own goals in life and these are likely to be different from those of the organization. So management must motivate employees in a way that they work towards achieving organizational goals. According to Mc Farland, Prasad (1999) motivation refers to the way in which urges, drives desires, aspiration striving, or needs direct, control or explain the behavior of human beings. According to Richard Draft (2000), motivational refers to the forces either within or external to a person that arouse enthusiasm and persistence to peruse a certain course of action. He further explains that the study of motivation helps the manager understands what prompts people to initiate actions, what influences their choice of action and why they persist in that action overtime. Motivation can be positive that is to say recognition of effort and appreciation employee contribution towards the organizational achievements, negative in form of force, fear and threats, extrinsic in form of high pay and intrinsic (self actualization.). Research shows that poor leadership demotivates employees which in turn reduce their productivity rates. So proper motivation should be all around to ensure that employees are properly rewarded and reorganized for what they have done which will work towards promoting and maintaining labor stability at its highest peak.

Team work Prasad (1999), clearly explains that in order to meet the challenges of dynamic business environment more and more organization are replacing old hierarchies With teams of different types in form of work teams or project teams. He further defines a team as a group people in the organization constituted for completing certain assignments. Ivancevich (2000) defines a team as group of people who are committed to a common purpose. When employees interact in their respective teams, their interpersonal skills are enhanced, develop a positive attitude towards work and their follow workers, their absenteeism rate tend to reduce completely. This clearly explains that team work is a catalyst and a road map to labor stability.

15

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter put forward the research methods that were employed during the study and they are categorized in the following sections; research design, area of study population of interest, sample size and sample selection technique, data collection instruments and data analysis.

3.1 Research design

The research was based on a survey design that was carried out throughout the organization on the effects of employee relations on the rate labor stability. This enabled the researcher to obtain a better understanding, comprehensive and intensive data collection on practices, procedures, impacts and importance of employee relations on the rate of labor stability

3.2 Area of study

The study was carried out at SCHQs- Makindye. This is due to the fact that SCHQs was more accessible to the researcher and thus helped in reducing the researcher's research expenses like transport expenses because the researcher used to foot when going to the headquarters for data collection.

3.3 Survey population.

The survey population was employees of SCHQS which are categorized under:
Sub county chief, Parish chief, Community development officer (CDO), sub-county medical workers, secretaries and other lower level cadres.

3.4 Sample size

The sample size comprised of 20 employees from the selected departments. The researcher felt this was enough representatives because it constituted equal representation of male and female, old and new staff of all departments of the survey population.

3.5 Sample Selection Technique

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

3.6 Data Collection Methods

This included both methods and instruments.

3.6.1 Questionnaire

A number of both open and closed questions were given to the cross section of respondents in order to facilitate information gathering, meaning that the questionnaires were in the format of both closed and open questions which utilized check lists format and this enabled the respondent to consider all possible responses whereas open ended questions utilized self administered format. This is because all these types of questionnaires were easier to analyze, administer, were economical in terms of money and type, they also permitted a greater depth of response and were simpler to formulate.

3.6.2 Interview.

Both structured and unstructured interviews were used to collect data from workers at SCHQs-Makindye. This is due to the fact that interviews provided an in-depth data, were more flexible and lastly the interviewers when using interviews got more information by using probing questions.

3.6.3 Sub-county documents, memorandums

These among others also facilitated in gathering data.

3.7 Data analysis

After data had been collected from the field, it was analyzed both qualitatively and statistically in order to describe the results properly in a neat way. Data was analyzed using a Microsoft excel program and presented in tables, pie charts, and graphs which facilitated interpretation.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.0 Introduction

The chapter was about presentation and analysis of the data related to the impact of employee relation on labour stability. The study specifically focused on the relationship between industrial democracy on labour stability. Effect of participation and involvement on the rate of labour stability and effects of leadership style on labour stability. Labour stability was characterized by industrial peace, reduced absenteeism, unity and co-operation, respectively.

4.1 The Relationship Between Industrial Democracy and the Rate of Labour Stability at SCHQs- Makindye.

The first objective of this study was to investigate the relationship that exists between industrial democracy on the rate of labour stability at SCHQs- Makindye. The findings were based on the research questions from the specific objective of the study one.

"What is the relationship between industrial democracy and the rate of labour stability at SCHQS- Makindye?" To achieve this objective, the respondents were asked to tell how they find industrial democracy at work , whether they work together for a common purpose, and whether superior normally delegate some of the responsibilities in case of their absence or any other reasons. Lastly respondents were asked to tell how they feel where industrial democracy is widely practiced and to explain the impact attached to delegation of responsibilities by their superiors. The responses to the objectives are given in subsections below:

**Table 4.1 (a) Opinion on how Employees find Industrial Democracy at Work.**

How do you find industrial democracy at work	V. Good	Good	Average	Poor	V. poor	Total
Frequency (f_0)	1	10	5	4	-	20
Percentage (%)	5	50	25	20	-	100

Source: Questionnaire Output

The results in the table 4.1 (a) above revealed that 10 employees (or 50%) were of the opinion that industrial democracy was good, 5 (or 25%) said it was average, 4 (or 20%) showed that it was poor and 1 (or 5 %) said it was very good while none of the employees said it was very poor. This therefore indicated that majority of the employees were of the opinion that industrial democracy was good and a significant number of employees viewed industrial democracy as averagely practiced. On the other hand, 1 (or 5%) said that industrial democracy was very good whereas 4 (or 20%) strongly said that industrial democracy was wanting. It can therefore be deduced that industrial democracy is far better practiced at Ssabagabo sub-county revealed by highest percentage of respondents who said it's good (10 or 50%). The reasons respondents attached on why they said it was better practiced is that all channels of communication are open for every employee and that industrial democracy has helped them to be equipped with knowledge, a response which is in line with what Chandan (2001) commented about the impacts of industrial democracy, He said, "Communication is the oxygen of any organizational body and is knowledge creating". Respondents who said it was poorly practiced (4 or 20 %) gave a reason that industrial democracy at the sub county favours the ruling class.

The data in table 4.1 (a) was analyzed using bar graphs and figure 4.1 (a) summarizes the analysis of the opinion on how employees find industrial democracy at work.

Figure 4.1 (a) How do you find Industrial Democracy at Work.
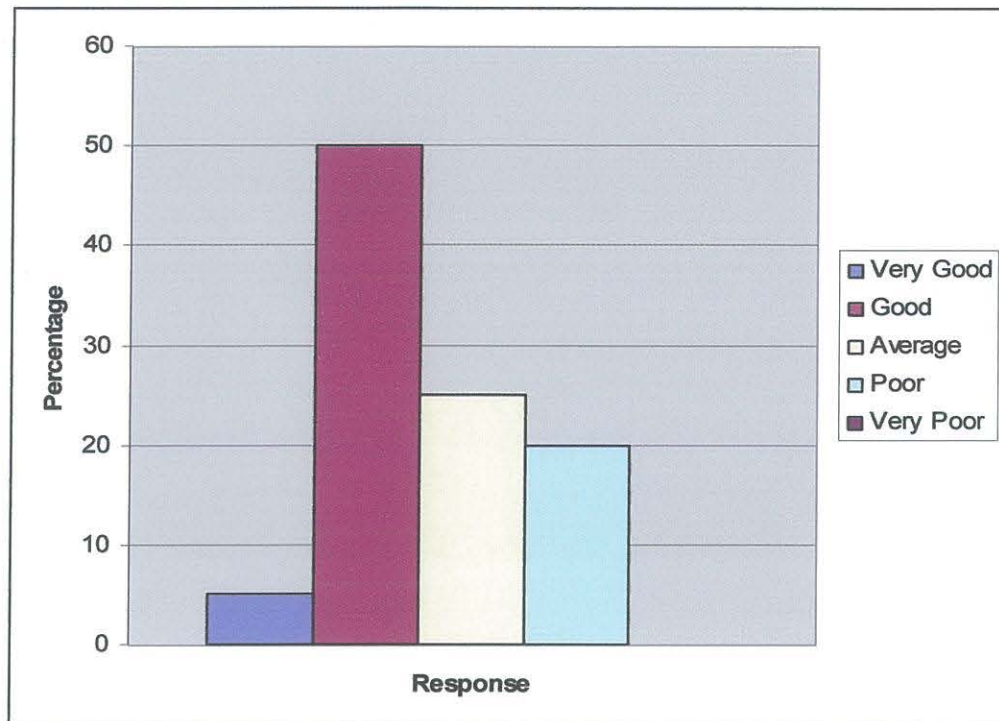
The data was analyzed using central tendency mode and grouped frequency distribution and figure 4.1 (a) showed the degree of opinion that industrial democracy was highly practiced revealed by the majority of respondents for example 10 employees (or 50 %) who had the opinion that industrial democracy was practiced in a good way.

The respondents were also asked to tell whether employees work together for a common purpose. The responses are shown in the table below.
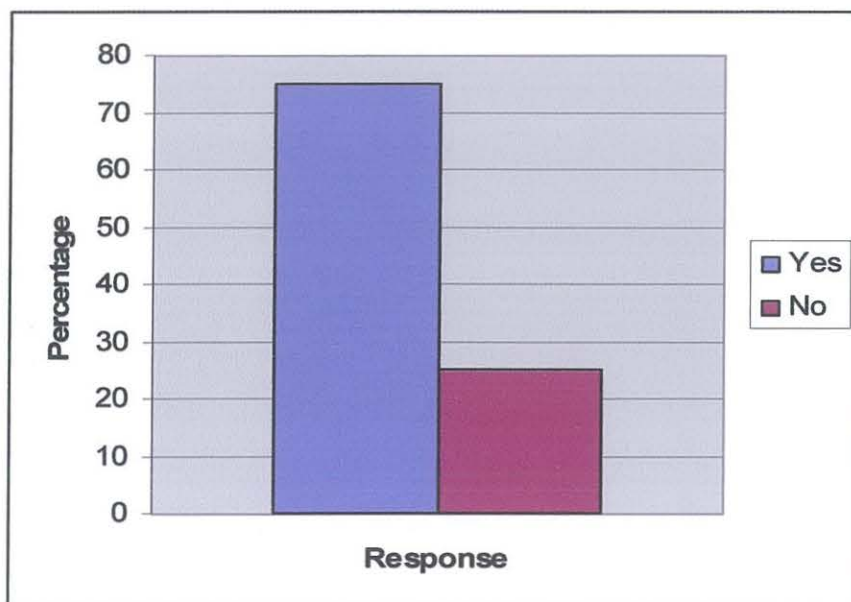
Table 4.1 (b) Opinion on Whether Employees at the Sub-county work Together for a Common Purpose.

Do employees at the sub county work together for a common purpose?	Yes	No	Total
Frequency (f_0)	15	5	20
Percentage (%)	75	25	100

Source: Questionnaire Output

21

From the table 4.1 (b) above, results showed that there are both employees who work together for a common purpose and those who are selfish and un co-operative. The results in table 4.1 (b) above revealed that 15 employees (or 75 %) were of the opinion that employees work together for a common purpose, while 15 employees (or 25 %) agreed that some employees are uncooperative and do not work together for the common purpose. The significant or majority of respondents 15 employees (or 75%) who said that employees work together for a common purpose supported the view with various impacts that emanate from such co-operation for example they said that the act makes them active and successful, promotes collective discipline and responsibility, makes them feel good, promotes Jon consultation, which is in line with Armstrong's (2006) and Robbins' and Decenzo's (1997) comments about industrial democracy. 5 employees (or 25%) who said No, gave a suggestion that the sub-county should promote teams so as to facilitate co-operation. The data in the table 4.1 (b) was analyzed using a bar graph and figure 4.1 (b) summarizes the analysis of the opinion on whether employees at the sub county work together for a common purpose.

Figure 4.1 (b): Do Employees Work Together For a Common Purpose?

The data was analyzed using central tendency mode and grouped frequency distribution and figure 4.1 (b) showed the degree of the opinion that most of the employees were co-operative while others were a little bit selfish and un co-operative. This can be properly elaborated in figure 4.1 (b) which showed that a significant number of respondents probably 15 employees (or 75 %) were of the opinion that employees at the sub-county work together for a common purpose towards achieving sub county set objectives.

The respondents were further asked to put forward whether superiors normally delegate some of the responsibilities in case of their absence or any other reasons. The responses are tabulated in the table below.

Table 4.1 (c) Opinion on Whether Superiors Normally Delegate Some of the Responsibilities in Case of their Absence or Any Other Reasons.

Do your superiors normally delegate some responsibilities in case of their absence or any other reasons?	Yes	No	Total
Frequency (f_0)	18	2	20
Percentage (%)	90	10	100

Source: Questionnaire output

From the table 4.1 (c) above, results indicate that 18 employees (or 90%) were of the opinion that their superior normally delegate some of the responsibilities to them where as 2 employees (or 10 %), said that superiors sometimes do not delegate responsibilities to them in case of their absence or any other reasons. This reveals that majority of the employees had realized delegation as a managerial function highly practiced at the sub county where the minority had not yet seen it. When respondents were interviewed about the issue of delegation, the significant number of respondents probably 18 employees (or 90%) said that delegation was good and highly practiced and went ahead to mention the key impacts like motivation (they felt respected), knowledge acquisition, ability to learn how to handle different tasks, which Armstrong (2006) also put forward. He said, "Delegation is practiced to motivate high performing workers". However they went ahead to say that delegation promotes work overhead. On the other hand, 2 employees (or

23

10%) said that delegation was wanting due to the fact that responsibilities are delegated only to the ruling class.

The data in the table 4.1 (c) was analyzed using a bar graph and figure 4.1 (c) summarizes the analysis of the opinion on whether superiors normally delegate responsibilities in case of their absence or any other reasons.

Figure 4.1 (c) Do Your Superiors Normally Delegate Some of the Responsibilities in Case of Their Absence or Any Other Reasons?
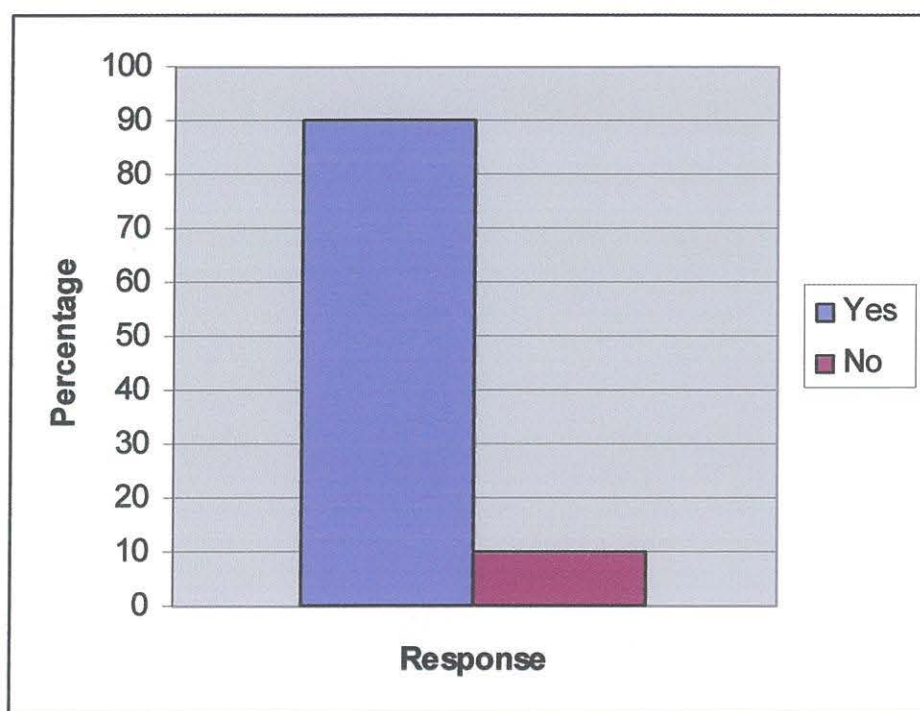
The data was analyzed using central tendency mode and grouped frequency and figure 4.1 (c) showed the degree of opinion that delegation was highly practiced, revealed by the majority of respondents probably 18 employees (or 90 %), who had the opinion that superiors frequently delegate some responsibilities incase of their absence and other reasons.

4.2 The Importance of Participation and Involvement on the Rate of Labour Stability at SCHQs- Makindye.

The second objective of this study was to find out the importance of participation and involvement on the rate of labour stability at SCHQS. The findings were based on research questions from specific objective of the study two.

"How important is employee participation and involvement on the rate of labour stability at SCHQs- Makindye?". To achieve this objective, the respondents were asked to tell whether management normally involve them in decision making process, whether they have internal meetings with management and lastly respondents were asked to express themselves how they feel when they are involved in decision making process or not and impact attached to internal meetings with the management. The responses to the objective are given in the subsections below.

Table 4.2 (a) Opinion on Whether Management Normally Involves Employees in Decision Making Process.

Do Management normally involve you in decision making process	Yes	No	Total
Frequency (f_0)	18	2	20
Percentage (5)	90	10	100

Source: Primary source.

Results from table 4.2 (a) above indicate that 18 employees (or 90%) of the respondents reported that management strongly involves them in routine decision making process while 2 employees (or 10%), said management sometimes doesn't give them a chance to participate in decision making process.

The majority or a significant number of respondents who reported that management normally involves them in decision making process, expressed themselves that the

25

practice makes them feel part of the organization, Good, recognized, and motivated whereas the minority group of respondents probably 2 employees (10%) who were of the opinion that management sometimes refuses to involve them in routine decision making process backed it with the argument investigated through informal interviews that decision making is restricted to only the ruling party but not the opposition group. Further more, through informal interviews that the researcher carried out at the sub county, respondents reported and suggested that management should keep the spirit of involving them in decision-making because the process facilitates problem solving and easy acceptance of change. So these respondents conquered with what Gomez Mejia and Balkin (2002) and Chandan's (2001) arguments about the impact of decision making process.

The data in the table 4.2 (a) above was analyzed using a pie chart and figure 4.2 (a) summarizes the analysis of the opinion on whether management normally involves employees in decision making process.

Figure 4.2 (a) Do Management Normally Involve You in Decision Making Process?
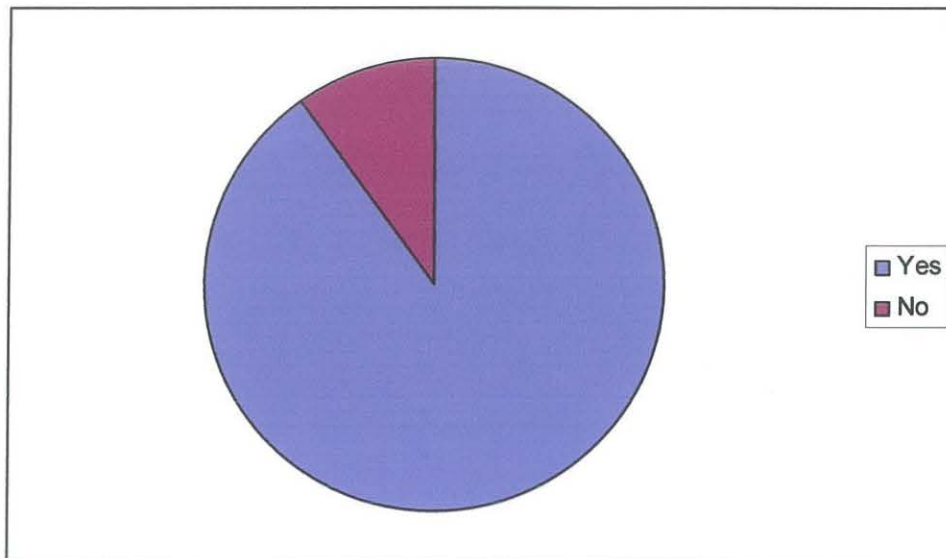
The data was analyzed using a pie chart and figure 4.2 (a) showed the degree of opinion that majority of the respondents probably 18 employees (or 90% or 324^0) were strongly

involved in decision making process whereas 2 employees (10% or 36^0) criticized the issue by saying the practice does not favour them.

The respondents were asked to tell whether employees normally have internal meetings with management. Responses are given in the table below.

**Table 4.2 (b).Opinion on Whether Employees Have Internal Meetings with Management.**

Do you have internal meetings with management	Yes	No	Total
Frequency (f_0)	15	5	20
Percentage (%)	75	25	100

Source; Primary Data.

Results from the table 4.2(b) above indicated that majority of the employees possibly 15 employees (or 75%) had internal meetings with management whereas 5 employees (or 25%) disagreed by saying no. The significant number of respondents 15 employees (or 75%) reported that such internal meetings often take place once in every month and have got impacts for example they facilitate conflict resolution, collective bargaining, internal relationships, planning, keeping employees updated with the sub county programs, improve performance, streamlining activities and lastly helping reviewing sub county activities being implemented. Respondents who said that they had never had internal meetings with management still gave a reason of not being part of the ruling party. Further more through the use of informal interviews respondents reported that through improper use of notice board and failure to unfreeze the situation or making aware of the employees in advance also contributed towards some employees missing internal meetings unintentionally.

The data in the table 4.2(b) above was analyzed using a bar graph and figure 4.2(b) summarizes the analysis of the opinion on whether employees at the sub county have internal meetings with management

27

Figure 4.2(b) Do You Have Internal Meetings with Management?
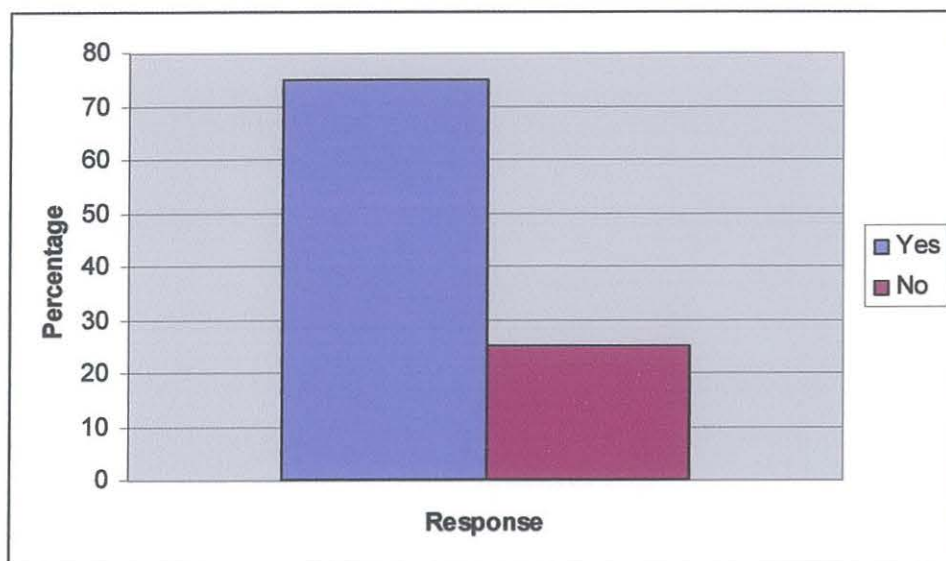
The data was analyzed using the central tendency and grouped frequency distribution and figure 4.2(b) above showed the degree of opinion that the sub county management had a lot of internal meetings with management signified by the majority of the respondents who had the opinion that the sub county management frequently holds internal meetings with employees probably once in every month.

Respondents were again asked t\whether the sub-county has got suggestion boxes. The responses are summarized in the table below.

Table 4.2(c) Opinion on Whether the Sub County has Suggestion Boxes

| Do you have suggestion boxes?	Yes	No	Total
Frequency (f_0)	01	19	20
Percentage (%)	05	95	100

Source; Questionnaire output

As showed in the table 4.2 (c) 19 respondents (or 95%) said that the sub county does not possess any suggestion box but one respondent said that the sub county possesses suggestion boxes. When respondents were asked the impacts of such a scenario through

informal interviews, one of the respondents said "Sometimes I fear to raise certain issues of which I think could make sub county chief feel hampered so if suggestion boxes are put in place, then my problem would have been rectified". Another respondent said "Confidential issues are not raised in public, they need suggestion boxes". A respondent who said that the sub county has suggestion boxes backed it with the argument got through informal interviews that suggestion boxes are in place except they are ineffectively operating as they used to be in the past years.

The data in the table 4.2 (c) was analyzed using a bar graph and figure 4.2 (c) summarizes the analysis of the opinion on whether the sub county has got suggestion boxes.

Figure 4.2 (c) Do You Have Suggestion Boxes?
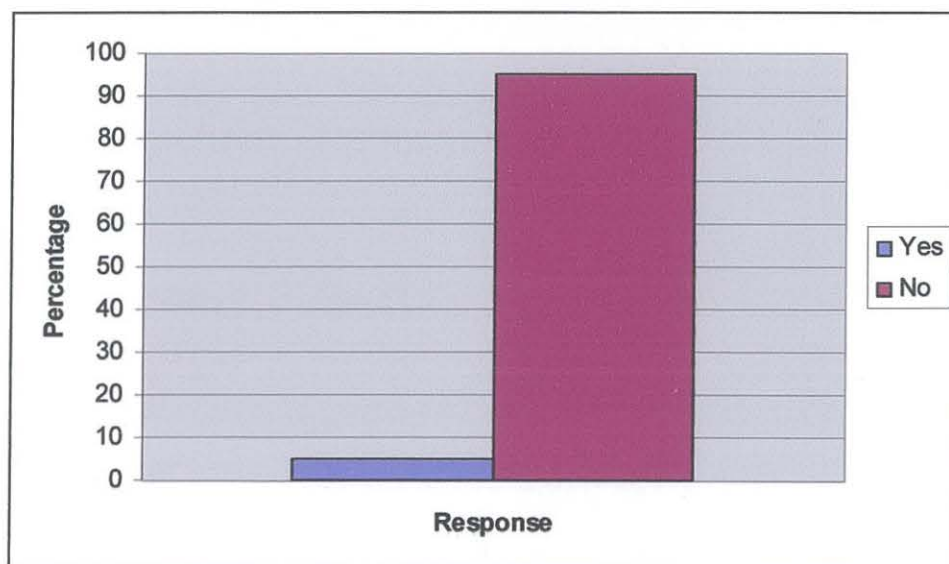
The data was analyzed using the central tendency mode and grouped frequency distribution and figure 4.2(c) above, showed the degree of opinion that the sub county never had suggestion boxes revealed by the significant number of respondents (19 employees or 95%) who had the opinion that the sub county did not have any suggestion box and 1 respondent (or 5%) who said that the few suggestion boxes that the sub county had were ineffectively used.

4.3 The Impact of Leadership Style on the Rate OF Labour Stability at SCHQs-Makindye.

The third objective of this study was to investigate the impact of leadership style on the rate of labour stability at SCHQs- Makindye. The findings were based on research questions from specific objective of the study three "How does leadership style affect the rate of labour stability at SCHQs- Makindye?".

To achieve this objective, the respondents were asked to tell which style of leadership was popularly used at the sub county and whether they are satisfied with the way the management treats them. Lastly respondents were required to put forward the impacts that emanate from leadership styles mentioned, advice management on the style of leadership that it should popularly implement and to tell how they feel towards management's treatment and give suggestions. The responses to the objective are given in subsections below.

Table 4.3 (a) Opinion on Which Style of Leadership is Popularly used at the Sub-County?

Which style of leadership is popularly used as the sub county?	Participate leadership style	Autocratic leadership style	Leissez-faire Leadership style	Both participative and autocratic leadership styles	Total
Frequency (f_0)	14	1	-	5	20
Percentage (%)	70	5	-	25	100

Source: Primary Data.

Results from the table 4.3 (a) above indicated that 14 respondents (or 70%) reported that participative leadership style is popularly used at the sub county, 5 respondents (or 25%) said that both participative and autocratic leadership styles were once applied or used together, 1 respondent (or 5%) said that autocratic leadership style is popularly used whereas none of the respondents reported about the issue of laissez-faire style of

30

leadership. The significant number of respondents who urged that participative leadership style was popularly used as the sub county barked with indicators and impacts that emanate from the style. For example the style facilitates innovation, conflict resolution, team work, promotes progressive development, makes employees feel part of the organization hence these respondents supported the idea of chuck Williams (2003) and Prasad (1999) who said that "When participative leadership style is implemented by any organizational body, its key impacts can be revealed through motivation, teamwork, and conflict resolution activities". The minority respondents probably 5% who supported the view of both participative and autocratic leadership style being used at once, when interviewed informally; they reported that such a practice is normally identified especially in routine meetings that take place once in a month.

The data in the table 4.3(a) was analyzed using a bar graph and figure 4.3 (a) summarizes the analysis of the opinion on which style of leadership is popularly used at the sub county.

Figure 4.3(a) Which Style of Leadership is most Popularly Used at the Sub County?
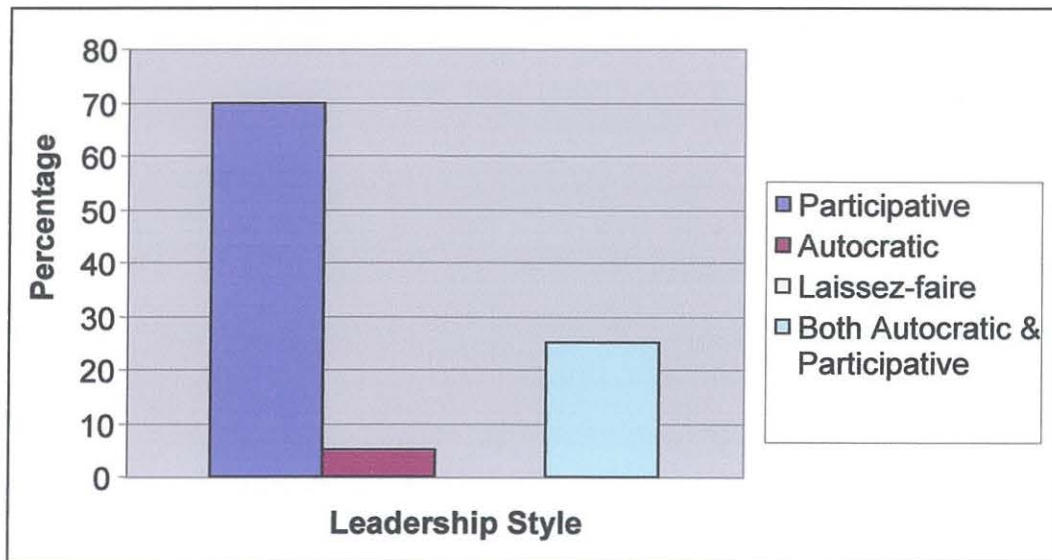
The data was analyzed using central tendency mode and grouped frequency distribution and figure 4.3 (a) above, showed the degree of opinion that the sub county popularly used

participative style of leadership signified by the majority of respondents (14 employees or 70%) who had the opinion that participative style of leadership was popularly used at the sub county and the minority respondents who said that participative and autocratic leadership styles were popularly used in equilibrium.

Respondents were asked to put forward whether employees are satisfied the way management treats them. The responses are tabulated in the table below.

Table 4.3 (b) Opinion on Whether Employees are Satisfied by the way Management Treats them.

Are you satisfied by the way management treats you?	Yes	No	Total
Frequency (f_0)	10	10	20
Percentage (%)	50	50	100

Source: Primary Data.

The results in the table 4.3 (b) above revealed that 10 employees (or 5%) were of the opinion that they were satisfied by the way management treats them and 10 Employees (or 50%) said they were not at all satisfied by management treatment towards them. This indicates that management's good treatment and mistreatment towards employees were in equilibrium or balancing. To emphasize their attitude towards treatment they obtain from management, two respondents had this to say through informal interviews.

The first respondent

"It would be unfair to God if I said I was not satisfied by the treatment I get from top management, before I joined the sub county, I was a messenger some where in town Kampala getting very little amount of money, I was not even on pay roll, so working at the sub county is a miracle".

The second respondent

"We get our salaries in time and our efforts can be recognized by both the community and our supervisors nowever, what we get is very little compared to the cost and our standards of living".

The data tabulated above in 4.3 (b) was further analyzed using a bar graph and figure 4.3 (b) simplifies the analysis of the opinion on whether employees are satisfied by the way management treats them.

Figure 4.3(b) Are You Satisfied With the Way Management Treats You?
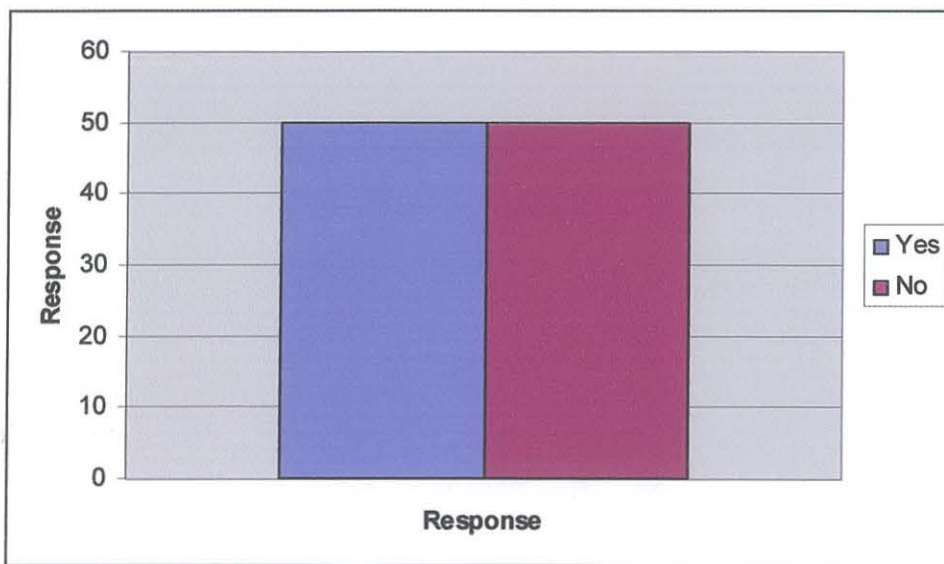
The data was analyzed using central tendency mode and grouped frequency distribution and figure 4.3 (b) above showed the degree of opinion that management's treatment and mistreatment towards employees was in equilibrium justified by the average percentage of employees who said yes and no.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter mainly dealt with summary, conclusions and recommendations related to the impact of employee relations on the rate of labour stability of Ssabagabo sub county headquarters- Makindye drawn specifically from the findings and analysis made after conducting the study. An employee relation was characterized by industrial democracy, participation and involvement and the style of leadership whereas labour stability was characterized by industrial peace, reduced absenteeism, unity and corporation respectively.

5.1 Summary of the Findings.

The summary of the findings were presented in accordance with the research objectives of the study.

The first objective was to establish the relationship between industrial democracy on the rate of labour stability at Ssabagabo sub county headquarters and the study revealed that SCHQS- Makindye promote good industrial democracy with its employees via use of certain methods such as delegation of responsibilities, joint consultation and opening of the channels of communication which has acted as tools of knowledge management and weapons of fighting labour instability at Ssabagabo sub county headquarters.

The second research objective was to find out the importance of participation and involvement on the rate of labour stability at SCHQS- Makindye. The study revealed that the importance of participation and involvement was two folded that is its say positive and negative importance. On the positive side of it, the study clearly put it forward that participation and involvement promotes decision making which makes employees feel recognized, part of the sub county and aids problem solving. The negative part of

participation and involvement revealed that the practice is a good way that the sub county heads utilizes to deny the opposition party a voice in routine sub county activities which has tried to champion poor industrial relations and labour instability at the sub county though at a low pace.

The last objective was to investigate the effect of leadership style on labour stability and results from the study clearly portrayed that participation leadership style was popularly used at the sub county followed by autocratic leadership style and sometimes participative and autocratic leadership styles could be used at ago. These styles of leadership most especially participative leadership style, promoted team work, motivation and conflict resolution management and has aided in championing labour stability at the sub county. Lastly the study indicated that autocratic leadership style is responsible for the few quits of employees especially when widely practiced alone in absence of participative leadership style. So the two need to go together.

5.2 Conclusions.

The conclusions of the study are presented in accordance to the research questions.

The first research question was "What is the Relationship between Industrial Democracy and the rate of labour stability SCHQs- Makindye?" It was found out that Industrial democracy is road map to knowledge management and a way of streamlining organization's activities through joint consultation and clearing all the broken channels of communication. Furthermore, delegation is not the only method an organization can use to promote industrial democracy with an aim of eliminating labour instability but through use of other methods like motivation, good leadership, joint consultation, planning, performance management, specialization, transparency, clear supervision and participation, industrial democracy can be promoted and labour stability can easily be experienced.

The second research question was "How important is employee participation and involvement on the rate of labour stability at SCHQs- Makindye?" It was found that

35

participation and involvement is all above giving employees a voice and is important especially in promoting joint decision making, routine internal and external meetings, collective bargaining in order to facilitate recognition, respect, easy acceptance of change, conflict resolution, planning and problem resolution. It was furthermore found out that the top management committee in any organization provides the most effective joint consultative machinery in an industry because it acts as an only medium for consultation, conciliation and is an advisory committee or body. Furthermore, the opposition party in any government entity acts as the most effective catalyst behind pressurizing the ruling party towards effective utilization of any company's resources. However, opposition party may be looked upon as rivals by the government leaders and as an inconvenience by the employers (government). The decision of the top management committee relating to workers can effectively be made known to them through participation and involvement in monthly meetings, bulletin boards and announcement at the sub county. However, it has been known to the researcher that workers' decision relating to the top management committee at the sub county could effectively be made known to them via use of suggestion boxes but unfortunately the sub county's suggestion boxes were ineffectively used.

The third research question was "How does leadership style affect the rate of labour stability at SCHQs- Makindye?". From the analysis, the researcher deduced that participative leadership style was popularly used at the sub county and where autocratic leadership was to be used, it could be complemented by participative leadership style. It was further found out that leadership is an integral part of management, is all about influencing others towards achieving certain goals and lastly leadership is every one's business and every one's responsibility at the sub county not to say that leadership is a preserve of those people who are borne made or in top management. Every one is a leader in his or her respective dignitory at the sub county. Again from the analysis made from the findings, it was clearly identified that participative leadership is the major characteristic of employee relation that is best at promoting about stability due to its key impacts like motivation whereas other styles like autocratic and laissez-faire leadership styles were seen to be barriers of labour stability due to the fact that they promote high rate of labour turnover.

5.3 Recommendations

According to the findings and conclusions of the study, the researcher found it necessary that the following recommendations be of much importance.

There should be a unified system of ensuring that employee relations are equitably maintained with all employees in order to eradicate demotivation arising from the false mentality of some of the workers from the opposition party who frequently complain of poor industrial relations at the sub county headquarters.

Financial rewards should be properly and adequately integrated in the total systems of promoting good employee relations at the sub county due to the fact that it's among best ways employees can perceive that management values them as great resources.

All employees at the sub county should be adequately given an equal chance or a priority to fully participate in decision making process regardless of the political party in which they belong if good employee relations are to prevail at Ssabagabo sub county headquarters.

Participative leadership style is a very powerful leadership style and a motivator that should adequately and properly integrated in the total employee relation systems if high labour stability at the sub county is to be sustained.

The past effectiveness of suggestion boxes should be resumed at the sub county headquarters if the confidential interests of employees that can not be expressed in public for example in internal monthly meetings and are liable to affect the sub county activities are to be known by top management committee in order to be addressed.

5.4 Areas for Further Research

Despite all the efforts made by the researcher, he can not claim that he has 100% accurately and exhaustively tackled all the problem areas hence bringing in areas requiring future research.

First of all, this study mainly focused on the impacts of employee relations on labour stability at Ssabagabo sub county headquarters.

It was however evidently discovered that its not only the employee relations that affects labour stability at Ssabagabo sub county headquarters, other factors like poor public relations, poor work environment, poor management styles, demotivation, segregation decision making, unclear policies and poor conflict resolution mechanisms were all cited to be affecting labour stability at Ssabagabo sub county headquarters. So a very comprehensive research therefore that will focus on a wide range of factors as opposed to only one factor (employee relations) might be required, to get an accurate gist of the various factors affecting labour stability at Ssabagabo sub county headquarters.

Ssabagabo Sub County is a very big business entity composed of very many workers and different parishes but you find that this study concentrated much at the sub county headquarters meaning that a room for research based in the sub county's villages is still open for researchers even when using the exact same variables that the researcher used in the study.

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4(a) Do management normally involve your decision making process?

Yes ☐   No   ☐

(b) If yes, how does it make you feel?

…………………………………………………………………………………

(c) If no, give your suggestions

…………………………………………………………………………………

5(a) Do you have internal meetings with management

Yes ☐   No   ☐

(b) If yes, how often

…………………………………………………………………………………

(c) Of what impact are those meetings to you?

…………………………………………………………………………………

6 Do you have suggestion boxes?

Yes   ☐   No   ☐

(b) If yes, how effective are they?

…………………………………………………………………………………

7(a) which styles leadership is popularly used at Sub County?

(i) Participation leadership styles   ☐

(ii) Autocratic   ☐

(iii) Laissez-faire   ☐

(iv) Both (i) and (ii)   ☐

(b) Of what impacts is the leadership styles mentioned above both to the

(i) Employees…………………………………………………………………

(ii) Organization ……………………………………………………………

(c) Advise the sub county on the types of leadership style that it should popularly implement and why?

…………………………………………………………………………………

8(a) Are you satisfied by the way management treats you?

Yes ☐   No   ☐

If yes, how does it make you feel?

....

If no, give your suggestion.

....

APPENDIX II

RESEARCH BUDGET

Particulars	Cost (UG Shs)
Stationery	100, 000
Transport	100, 000
Type setting Printing and binding	300, 000
Miscellaneous	50, 000
Total	**450, 000**