

STAFFING SITUATION AND ORGANISATION
PERFORMANCE: IN DAS HANDLING LTD,
ENTEBBE, UGANDA

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In Partial Fulfillment of the Requirement for the Degree
Masters of Business Administration- Human
Resource Management

By

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DECLARATION A

I, Khaitso Specioza, declare that this is my original work and has never been presented or submitted to any other university or institution for any award/qualification. Where other people's works have been used, references have been fully made.

Signature..........Date.....18/09/2021.....

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DECLARATION B

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

Signature..........Date.....20/09/2011.....

Mr. Augustine Wandiba

APPROVAL SHEET

This thesis entitled "**Staffing situation and organisation performance in Das Handling Ltd, Entebbe, Uganda**". Prepared and submitted by **KHAITSA Specioza** in partial fulfilment of requirements for the degree of Master of Business Administration Human Resource Management has been examined and approved by the panel on oral examination with a grade of **PASSED**

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DEDICATION

This piece of work is dedicated to the Khaita family. Mostly, to my dear mother, Mrs. Christine Nambuya Wapowo for the great love, upbringing and general transformation into a responsible citizen, my husband Mr. Moses Museerwa for his financial and moral support. Children: Patricia Kulwenza and Ishta Juliana Museerwa for their patience when they missed me during the time I was studying.

May God bless you all

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ABSTRACT

This study looked at the staffing situation and organization performance in Das Handling Ltd, Entebbe, Uganda. The study also looked at the different aspects of staffing situation and organization performance. The objectives of the study were to determine the demographic characteristics of the respondents: to establish staffing practices of Das handling Ltd, examine the effects of staffing in relation to organisation performance in Das handling Ltd and to assess the relationships between the staffing and organisation performance in Das handling Ltd.

The research study was conducted using a cross-sectional descriptive survey as well as both quantitative and qualitative design method. The sample size of the study population of 162 was derived from a study population of 278, using the table of RV Lawrence and D. Morgan, 1970. Purposive and random sampling procedure was used to sample the size of respondents.

The findings of the study revealed that the higher the quality of staffing in Das handling ltd, leads to better performance. This implies that Das handling ltd should always concentrate on staff related matters if the performance of the organisation is to improve.

The study findings based on staffing practices of Das handling Ltd which were; Das handling Ltd provides me with adequate lighting facilities, Das handling Ltd provides me with adequate telephone and Das handling Ltd provides me with enough space to meet and attend to the clients. The response of the respondents was ranged in hierarchy of highly, moderate, and low as stipulated in the findings and discussions.

The study concluded that when an organization is able to determine the staffing ratio that results in achievement of best practices, it can provide better services and products. That, in turn, results in a better organization reputation and increased competitiveness and revenue generation.

The study recommends that, Das handling ltd should openly discuss the goals and process of staffing with each staff member to ensure mutual benefit from the staff and the administration. And also the administration in Das handling ltd should show concern and interest in staff member's personal concerns. This helps the organisation to set its staff member.

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CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background of the study

Several studies have been conducted on staffing situation in different contexts. For instance Otto (2006) researched on the staffing situation in an organization and how it can help to increase the outputs. Therefore, DAS Handling Limited, being a privately owned organization in Uganda purposely established to make profits through increased output. But the most interesting factor about it is that it handles arriving and departing flights as well as imports and export cargo. This means that DAS Handling Ltd is an organisation incorporated under the laws of Uganda. It has made its substantial investment in ground handling and related facilities (cold storage) together with equipment.

DAS Handling in Uganda has extended her services to offer quality services because it belongs to the organisation whose social arrangement geared to pursue collective goals to control its own performance basing on the model of staffing, the boundary separating it from its environment. In 2002, DAS handling limited in Uganda expressed the desire and willingness to extend its services to passengers. In 2004, DAS Handling limited was granted a concession to handle other cargo and passenger flights in and outside Uganda. Presently, the organization is not performing well financially and it is believed that one of the major causes of its poor performance is the staffing situation. And if there is, DAS handling limited lack genuine procedures to be followed when conducting staffing in the organisation.

In this study, the dependent variable was the organisation performance. Organisation performance is defined as the rate at which goods are produced in relation

to good staffing, time and money and required to produce them. It is a measure of staff efficiency that indicates what is created relative to the resources used to create it. Organizational performance' in this case is used comfortably in three time- senses that is, the past, present, and the future. According to Macmillan (2002), staffing in organisation is an internal state of feeling of achievement. Okumbe, (1998) defines staffing as the management of employee schedules. In any organisation, staffing is monitored hourly because the cost of employee paychecks is a significant cost driver for the organization. If a given member of staff is positive towards work environment, perception of institutional policies and social factors, then the organisation performance is likely to be at the highest level.

Statement of the problem

Organisation performance is a key factor for the success of the organisation whether privately or government owned. Organisations with a productive staffing compete favorably in achieving the organization set goals.

DAS Handling Ltd operations have since 2006 declined compared to the previous years due to poor maintenance of the aircrafts to the standards required by the European Union as disclosed in the HR audit report submitted by Nambi J.K (2007) of NFT Personnel Ltd to the Finance and Administration Manager, of DAS Handling Ltd on 30/07/07. This, according to Nambi, has been due to lack of necessary knowledge, skills and experiences required to maintain aircrafts to the international standards.

Competition demands that organizations have to offer best and quality services by fully utilizing talents of the available staffing situation. In absence of a productive staffing, organisation cannot compete at any appreciable level with their counterparts with a well developed human capacity Bameka, P. (1996). This is because productive staffing not only contributes to producing good results (good performance) but also contributes to the sustainability of the organisation. Unfortunately, DAS Handling Ltd faces a problem of poor staffing. This may be a hindrance to quality service delivery

(poor performance) and be out competed in the field of service delivery. The organization's future is at stake and it is not known whether it will continue operating in the next ten years or not. Therefore, this study is aimed at assessing the current staffing and organization performance in DAS Handling Ltd.

Purpose of the study

The study exploited various staffing situations and organisation performance, and relationships between the two variables. Furthermore, this tends to enlighten the Management of DAS Handling Ltd on the performance gaps so that they can address them for better performance. It also tends to test the null hypothesis and generate new information.

Research Objectives

General Objective

Is to come up with critical analysis on how staffing affects organisation performance.

Specific Objectives

The study seeks to attend specific objectives below

1. To determine the demographic characteristics of the respondents as to:
gender, age, marital status, education qualification and administrative responsibility
2. To establish the extent of the staffing situation of DAS Handling Ltd.
3. To determine the level of organisation performance in DAS Handling Ltd.
4. To determine if this is a significant extent the staffing situation and the level of organisation performance in DAS Handling Ltd

Research Questions

The study seeks to answer research questions here under;

- 1) What are the demographic characteristics of the respondents as to:
gender, age, marital status, education qualification and administrative responsibility?
- 2) What is the extent of staffing situation in DAS Handling Ltd?
- 3) What is the level of organization performance in DAS Handling Ltd?
- 4) Is there a significant relationship between the staffing and organization performance in DAS Handling Ltd?

Null hypothesis

1. There is no significant relationship between the extent of staffing and the level of organisation performance in DAS Handling ltd.

Scope of the study

Geographical Scope

The study was carried out in DAS Handling Ltd as an organization located in Entebbe municipality in Wakiso District, about 40km west of Kampala City.

Theoretical scope

This study was based on the Systems Theory of Ludwig Von Bertalanffy, (1968) cited in Van Fleet, (1994). Systems Theory views an organization as a whole and attempts to explain how the different elements of staffing in an organisation function and operate to increase on the performance. It is based on the assumption that a successful system interacts with interdependent parts thus inputs from the environment and process to produce a desired output on an organisation. In this study, it was

theorized that effective staffing, research and community service interact to produce a desired outcome namely, organisation performance. It was on the basis of this theory that this study proposed that organisation performance in DAS handling limited was influenced by organisation staffing.

Contents scope

The content of the study Aim at exploiting various staffing situations and organisation performance, and relationships between the two variables is the Staffing situation and organization performance: in Das Handling Ltd, Entebbe, Uganda.

Time scope

The time frame required to conduct the study in DAS Handling Ltd was determined by supervisor. However, there was a need to critically establish the staffing situation and to carry out the evaluation to determine the level of organisation performance in DAS Handling Ltd which required a period of three to four months.

The significance of the study

The study is expected to be of great importance in the following ways:

Enable the managers and policy makers to adopt strategies in planning for the organisation to increase on the performance. For example, ensuring that there are good staffing, good incentives and the necessary facilities for staff in enhancing performance;

- i. Staff of DAS Handling Ltd also benefit from the study as the results of the research may aim at bridging the gap between capacity needs of efficient staffing and the motivational factors among the staffs that may need to be addressed by the management of DAS handling Ltd. It also aimed at building capacity for managers and subordinates for quality output in service provision and delivery to the clients.

- ii. The study may form a basis for further research on staffing situation and organization performance such as DAS Handling Ltd. It may also form a backbone of other research to be done along the same topic, as it may generate new ideas in this field.

Operational Definitions of key Terms

Organisation Performance: Is a measure on how and individual has performed against a pre-determined set of activities and outputs. How well or badly you do something. In this context, Performance is" an attempt to improve the quality of work for the achievement of organizations goals."

Staffing situation :Is the process of management which is concerned with acquiring, developing, employing, appraising, remunerating and retaining people so that the right type of people are available at the right positions and at the right time in the organization Barasa, M. J. (2004).

In the simplest terms, "Staffing is the function by which managers build an organization through the recruitment, selection, and development of individuals as capable employees".

Organization: is a social group which distributes tasks for a collective goal. The word itself is derived from the Greek word organ on, itself derived from the better-known word Ergon as we know `organ` - and it means a compartment for a particular job.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter gives the theoretical review, conceptual framework and literature related to the respective objectives. The study concentrated on literature related to organization performance as a result of effective staffing.

Concepts, Ideas, Opinions from Authors/Experts

Staffing policy can be defined as a plan of action to be taken by an organization Nyinakiiza, D.G. (2005). Perception of staffing policies refers to the attitude a member of an organization holds towards the staffing set policies. For this study, staffing policies include compensation to the member of the organization, promotion, administration and opportunity for advancement. Max Weber, (1920) cited in Mullins, (2002), and Cole (1999) stressed the importance of clear and flexible rules and regulations which apply to all and suitable for real life situation. Friendly terms and conditions of service contribute to increase the performance of workers. Therefore organization managers would reduce discontentment among their workers if the staffing practices were perceived by workers as being reasonable, fair and applied to all.

Organizational policies on compensation spell out how the organization rewards its workers in terms of salary, benefits and other rewards. When the staffing policy is fair, organization performance is likely to be high and when it is unfair, their performance is likely to be low. Mackenzie (1999) cited in Nampa,(2007) observed that much as rules are needed in any human organization, they do not always generate anticipated responses, but unanticipated as well. She contends that in any organization, there are tendencies to respond to the rules depending on how and why the rules are introduced. Handy, C. (1997) observed that if workers are not satisfied with the

organization's staffing practices, they get involved in behaviors which disrupt team spirit and performance of other employees.

According to Chandan, J.S. (1998) it was pointed out that, staffing includes a broad scope of activities which are depicted by glancing in the organization. The word "hiring" is sometimes used interchangeably with "staffing," who does an injustice to the broad scope of activities involved in staffing. Hiring might be thought more specifically as the selection phase of the overall process of staffing. Also note that the word "recruiting" is sometimes used interchangeably with "staffing," although in many organization both nongovernmental and governmental organization see "recruiting" as the sourcing and advertising phases of the overall process of staffing.

To increase Organizational and individual effectiveness in the short and long term plans. Most problems concerning Human resources commence when staffing is not handled properly. Resignations, low motivation, poor performance may be due to incorrect procedures in the staffing process. Therefore, staffing situation in an organization is very essential for the working of a business is concerns. Proper management is also require the smooth working environment of the organization. Nowadays, every organisation treat human resource as its asset because without them the organisation cannot run so they invest on them by proper investments like training, hassle free working environment and other facilities which motivates the employees to perform their job with enthusiasm and keenness which helps the organization to achieve the desired goals Barasa, M. J.(2004).

To address the above mentioned human resource problems, it is necessary to have relevant staffing policies and also to ensure that they are effectively implemented. Staffing policies in this case may help to improve on the effectiveness of the managerial staff by standardizing many routine decisions clarifying the discretion managers and subordinates staff.

Staffing situation;

Bameka, P. (1996). Asserted that, one of the most difficult challenges an organization faces is the ability to find the right employees for the job. Not only do employers have to think about whether they want employees or independent contractors, but also they have to consider diversity and legal obligations. A staffing strategy in this case provides overall guidance on how an organization involve in staffing to improve on the performance.

Tettey, W.J. (2006) revealed that, a well developed staffing strategy in an organization can help eliminate problems of poor performance and employee dissatisfaction in an organization before they start. Organisations that always have the most difficulty in hiring are those that make decisions on a case-by-case basis. These organisations make staffing decisions based on what makes sense for a particular situation or team. However, there is a difference between what makes sense for an individual manager and what makes sense for the entire organization.

Effective staffing in an organization reflects on the present situation of the organization, staffing should also set the direction for where the organization wants to be in three to five years. Managers in such organization should strategize before initiating any activities that directly affect the organisations they work for, including decisions involving staffing. Through the process of determining a mission, identifying goals, developing methods and procedures geared toward meeting the goals, and measuring the results. This paper evaluates the recruitment and staffing strategies for organization performance, staffing.Org, Incorporated, (2006).

Organization planning is also one of the key aspects of staffing process which involves drafting a comprehensive job specification for the vacant position. Basing on the aspect of organizational planning, employers or management should know the prospectus of the employees, their skills, experiences, qualifications along with their major and minor responsibilities at the place of work or in the organization. In addition, employees in an organization who are ready for staffing must show competence in their duties coordinating their skills before attaining the job. An inventory manager in an

organization requires a minimum of five years experience in retail inventory, accounting or retail operations Van Fleet, D. (1994). This may include issues like whether to prepare the required candidates or hire it from outside, what type of staffing method to be used, and what geographical area to be considered for searching candidates (employees).

Payne, H. J. (2005) pointed out that, upon receiving an organisation-approved and legally compliant application, human resources usually conduct interviews. The human resource management team is considered to be among the organization's most saving unit in terms of costs. The questions applicants receive are only pertinent to their potential employment. Searching for an employee involves attracting job seekers to the organization where two sources can be used to attract candidates that is to say, internal sources and external sources. Screening is the integral part of staffing since it involves selecting the suitable candidates. It can only be a successful one when job analysis was properly carried out.

Job analysis refers to the process of collecting information about the job, Khanka, S.S. (2003). But Dessler, G. (2006) suggests that job analysis is a procedure for determining the duties and skill requirements and the kind of person who should be hired for it. Indeed, job analysis is the process of gathering information about a particular job to determine the necessary qualifications of a person needed for it to be performed well. It is performed upon ongoing jobs and contains job contents. Job description is done for purposes of grading and classification of jobs, placement and orientation of new staff, promotion and transfers, outlining of career path, developing work standards, counseling of employees, and delimitation of authority.

Whereas job specification is purposely done to address issues of personnel planning, performance appraisal, hiring, training and development, job evaluation and compensation, health and safety, employee discipline, work scheduling, and career planning. The information collected via job analysis is usually related to work activities,

human behaviour, machines tools and work aids, performance standards, job context, and human requirements. But Khanka S.S suggests that it refers to the anatomy of the job and is performed on ongoing jobs only. Such information can also be useful when it comes to selection of suitable candidates, compensation, performance appraisal, training, and above all, discovering unassigned duties. It requires information input from the plant manager or heads of departments who can give information about the duties to be performed in their departments. This, if properly done will definitely lead to the success of any organization, more so a business oriented organization.

Effects of staffing in relation to organization performance;

Staffing of organizations affects performance in terms of quality of the output produced where the staff is under employed , unqualified or over employed the quality of the output is poor hence poor performance as the customers are not satisfied. Where the organization has experts, motivated workers and optimum level of output, the quality is good leading to good performance Baily, (1998).

Information is processed data about areas of interest to the organization. If there is no information known about your competitors and performance of the organization the public entities will perform poorly than where information is known about the performance despite of the selection of good suppliers.

Contract management can have a positive or negative connotation depending on how it's handled. If the contract is performed poorly despite good supplier the investigation is carried out. Monash, (2008), sights that good contract management leads to effective performance of organizations.

According to Pigors and Meyers (1999) the quality of human resource in an organization that can either compete or not compete in terms of skills, knowledge ability, and effort can affect the overall performance of an organization. Their performance is determined as per the set goal or objectives of the organization. Where

they work towards the objectives of the organization they lead to good performance while where the activities are not impacting towards the organizational objectives, the performance of the organization is poor.

Grayson, D. (1990) in his study on job satisfaction and management styles in selected organizations in Uganda revealed that low emoluments has a negative impact on organization performance. Basekanakyo, (2006) in his study revealed that bureaucratic staffing policy in an organization does not bring about performance of staff. Barasa (2004) in his study revealed that the organization's conditions of staffing and the colonial housing policy de-motivated organization performance.

Staff development is often referred to by various terms such as in service education, continuing professional education, and assumes many forms Winston & Creamer, (1997). Staff development should also be a priority of staff affairs division and the institution. Training and development activities and programs should include all staff working within the Staff Affairs division in order to meet the needs for quality service and professional and personal growth Scott, (2000).

Appropriate staff development programs will ultimately ensure that continued education occurs in order for staff to remain knowledgeable in the field of staff affairs. It will also provide a basic understanding of the language, history, traditions, symbols, and culture of the organization as well as provide a basic understanding of theory and practice Bryan & Schwartz, (1998).

Using other resources to promote staff development initiatives such as academic courses, job rotation, mentoring, and self directed training can also be a beneficial method of implementing staff development activities, Dalton, (1989).

Diversity factors to consider in staff development include:

- Addressing the diverse nature of staff affairs work

- Addressing the changing technology and demographics which create a significant impact on staff retention
- Increasing one's awareness of diversity and multiculturalism
- Developing a broad range of skills and knowledge to address challenges and the complexity of staff affairs Scott, (2000).

Implementing a mentoring program can be very beneficial by helping to address issues of diversity; assist diverse populations with integrating more fully into the organization; and by providing educational opportunities. Megginson and Clutter buck (1995) define mentoring as off line help by one person to another in making significant transitions in knowledge, work or thinking. They also conclude that it is not usually considered an official responsibility, but a relationship developed for purposes of aiding less experienced staff members to learn the ropes.

Providing mentoring opportunities for diverse populations and staff members will help to:

- Create a positive organizational climate
- Opens channels of communication
- Convey important organizational and individual values
- Assist staff with feeling more comfortable, knowledgeable, and confident in their ability to complete their tasks
- Provide staff with easy access to knowledgeable colleagues
- Provide opportunities to discuss various issues especially those which pertain to diversity

It is important that staff consider the following when implementing a mentoring program in order to ensure its success. These issues include:

- Being aware that not all staff members are fit to serve as mentors.
- Marketing the mentoring program.

- Providing training, education, and guidelines for the mentoring process.
- Considering a time limit for the mentor relationship to occur.
- Continuously evaluating the mentoring process to ensure it is continuing to meet the needs of those involved Schuh, J. & Carlisle, W. (1991 and Blackhurst, A.(2000)

Other staff development initiatives which would promote and address issues pertaining to diversity include sponsoring culturally and ethnic based activities such as socials, lectures, and workshops can provide awareness, education, and collaboration on various issues Winston & Creamer, (1997).

The relationship between staffing and organisation performance;

Organizations concentrate on indicators of performance such as profit, customer satisfaction among others which are understood as outcomes of effective supplier selection. Therefore the organizations address other factors that may affect performance. Leadership practice, cultural variables, behavior patterned and inter-organizational relationship are some of the factors considered Organization performance profile assessment, (2001).

According to Sten, (1999), efficient material handling is important to organizational performance. It observes that materials sent by vendors must be unloaded, moved through staff and to the stores and finally to their respective departments. These movements don't add value to the product but they add value to the cost leading to affecting performance. Terry, (2005) observes that efficient operation of appropriate material handling methods reduces costs and enables maximum capabilities to be derived from a given distribution facility leading to good performance.

Leadership is the ability to use the different forms of power to influence follower's behaviors in a number of ways. If leaders have respect from stakeholders like

employees and suppliers there will be good performance and where leaders are incompetent the performance is poor despite good supplier selection. Leaders influence employees to make personal sacrifices for good performance of an organization Stoner, (2001).

Inter organization relationship looks at the way different organizations combine to create new entities or cooperate to meet new challenges. Before evolving into alliances, organizations need to consider the alliance contribution to accomplish its objective and the extent is measured in terms of value added in accomplishing those objectives.

Cultural variables involve combination between individuals and team skills and the way the organisation performs. This looks at the relationship between cultural performances for example attitudes and public entity performance. Some cultural aspects are not visible like assumptions and beliefs while others are visible like organizations artifacts for example product line and employee address. Both visible and invisible cultural aspects affect organizational performance as they exist in poor performance and good performance of public entities Frayer, (2000).

Strategic management involvement in the public entity development and planning which affect performance if they do not plan or have insufficient plans, if they involved themselves in analyzing the public entity will perform efficiently because the costs will be cut down Jessop, (2000).

The world wide web, Internet and E-procurement has emerged as a cost effective and reliable medium for performing online business in organizations. This is because the organizations want to increase good performance and reduce processing a lot of paper work which delays the process of procurement and leading to poor service delivery hence poor performance Miller, (2006)

Job description is a list of a job's duties, responsibilities and reporting relationships, working conditions, and supervisory responsibilities. Armstrong, M (2003).

It is a one product of a job analysis. And Job specifications are a list of human requirements, i.e. the requisite education, skills, and personality. Effectively developed, employee job descriptions are communication tools that are significant in any organization's success. Poorly written employee job descriptions, on the other hand, add to workplace confusion, hurt communication, and make people feel as if they don't know what is expected from them. Garry,D. (2006). Employee job descriptions clearly identify and spell out the responsibilities of a specific job. Employee job descriptions also include information about working conditions, tools, equipment used, knowledge and skills needed, and relationships with other positions.

Theoretical Perspective

The theory adopted in this study was Systems Theory propounded by a biologist Ludwig Von Bertalanffy, (1968) cited in Van Fleet (1994). Systems Theory views staffing and organizational performance as a whole and attempt to explain how interdependent parts of an organization interact to produce desired results.

The theory state that, modern organizations struggle with staffing challenges stemming from increased knowledge work, labor shortages, competition for applicants, and workforce diversity. Yet, despite such critical needs for effective staffing practices, staffing research continues to be neglected or misunderstood by many organizational decision makers. Solving these challenges requires staffing scholars to expand their focus from individual-level recruitment and selection research to multilevel research demonstrating the business unit/organizational-level impact of staffing. Toward this end, this review provides a selective and critical analysis of staffing best practices covering literature from roughly 2000 to the present. From the theory it can be noted the relative lack of research on the contribution of effective staffing practices to organizational level measures of performance Schmitt & Schneider, (1983).

Good example is the positive relationship between organizations' use of the five staffing practices and both annual profit and profit growth across all industries. However, the strength of the relationship between the use of the staffing practices and

organizational performance was found to vary by industry type. The theory also found that the extent of use of the staffing practices was related to both industry type and organizational size. This study therefore, provides some initial data on the possible positive impact of these staffing practices on organizational level outcomes.

Related Studies

Scholars have noted the relative lack of research on the contribution of effective staffing practices to organizational level measures of performance, Schmitt & Schneider, (1983). Schmitt & Schneider collected survey data from the heads of the HRM departments of 201 organizations regarding the extent of use of five staffing practices supported by the academic literature. They also investigated whether organizations that used more of these practices had higher levels of profitability and sales growth than organizations that used fewer of them. They found a significant positive relationship between organizations' use of the five staffing practices and both annual profit and profit growth across all industries. However, the strength of the relationship between the use of the staffing practices and organizational performance was found to vary by industry type. They also found that the extent of use of the staffing practices was related to both industry type and organizational size. Their study provides some initial data on the possible positive impact of these staffing practices on organizational level outcomes.

They provided conceptual and empirical insights elucidating how organisational practices influence service staff attitudes and behaviors and how the latter set affects organisational performance drivers.

Their analyses suggest that service organisations can enhance their performance by putting in place strategies and practices that strengthen the service-oriented behaviors of their employees and reduce their intentions to leave the organisation. Improved performance is accomplished through both the delivery of high quality services (enhancing organisational effectiveness) and the maintenance of front-line staff

(increasing organisational efficiency). Specifically, service-oriented business strategies in form of organisational-level service orientation and practices in the form of training directly influence the manifest service-oriented behaviors of staff.

Training also indirectly affects the intention of front-line staff to leave the organisation; it increases job satisfaction, which, in turn has an impact on affective commitment. Both affective and instrumental commitments were hypothesised to reduce the intentions of front-line staff to leave the organisation, however only affective commitment had a significant effect.

The successful management of front-line staff is important for service organisations. Front-line staff links the organisation with its customers and customers make evaluative judgments of the service quality delivered by these staff. Consequently, the behaviors and attitudes of front-line staff that provide services are crucial for the positive evaluation of services by customers.

Organisational strategies and practices affect these front-line staff attitudes and behaviors; Gonzalez & Garazo, (2005) and it is important to understand the specific organisational factors that influence those staff attitudes which subsequently influence behavior towards customers and the firm. The focus of this study is on this issue precisely; Gonzalez & Garazo investigated the relationship between organisational strategies and practices directed at customers and staff (captured in organisational-level service strategies and staff training) and front-line service staff attitude towards their job and service delivery (such as individual-level service orientation, job satisfaction, affective and instrumental commitment, and intentions to leave the organisation).

The reasons for examining the effects of organisational strategies and practices on front-line staff attitudes are numerous. The most crucial can be linked back to an organisation's performance.

Strongly-held attitudes are thought to predict behaviors associated with those attitudes Ajzen, (1991). Consequently, service-orientated attitudes of staff predict service-oriented behaviors of front-line service staff; and these service behaviors positively impact customers' evaluations of the service that they receive; hence enhancing the organisation's effectiveness. Additionally, low front-line service staff turnover reduces hiring and training related investments, increasing the efficiency and performance of the organisation. It is within the context of this logic that this paper provides additional insights into the impact of organisational practices towards their front-line service staff. Thus, strategies and practices that can both enhance the attitudes of staff towards service delivery and reduce the turnover of staff are likely to enhance the performance of service organisations. This is likely to lead to more satisfactory service encounters at the employee–customer interface.

Other scholars have also noted the relative lack of research on the contribution of effective staffing practices to organizational level measures of performance Schmitt & Schneider, (1983).

Problems of staffing and routing in service systems have gained significant attention in the literature. The staffing and routing problem typically deals with minimizing staffing costs while maintaining pre-specified Quality of Service (QoS) targets. One common QoS target specifies the fraction of customers served within a time limit. These are referred to as Service Level (SL) constraints (Michael Armstrong, 2003).

This, however, is not the only way to expand the formulation when moving from the single class to thematic-class setting. In fact, it has been observed in the literature that a formulation that is based solely on SL constraints is problematic. Koole describes a routing policy that reduces the number of servers while increasing the variance of customer waiting time. Milner and Olsen [8] describe the peril of SL constraints when they are used in an outsourcing contract. In the formulation of Gurvich, et.al (2007). Best effort formulation is introduced to avoid some of intricate issues that emerge when

one uses only SL constraints. The observations made in the literature suggest that the question of how to formulate staffing problems in systems with multiple customer classes has no obvious answer. The treatment in the literature of formulation choice and the underlying tradeoffs is somewhat lacking and our objective in this paper is to try to address some of this gap.

The perspective that we take on this problem is motivated, in part, by empirical evidence. Figure 1 displays data from two distinct call centers. The figure on the left-hand side depicts the service level (in this case, the fraction of customers waiting more than 30 second) in hourly resolution for a single specific day (one sample path of this call center) in call center I. The two lines correspond to two customer classes:

Whereas the actual service level fluctuates significantly, the ranking among the classes is consistently preserved. At each time point (and not only on a daily average) VIP customers get better service. The figure on the right-hand side depicts the evolution of the average customer waiting time in a 2.5-minute resolution (and measured in seconds) for a specific day for call center II. We again observe a strong sample path ranking of the classes between the classes Star, Rainbow and Private. There is hardly any time point where the ranking of the classes is reversed.

One possible interpretation of this is that some form of consistency is, at least implicitly, incorporated into the staffing and routing problems of these two call centers. In fact, from direct communication with call center I, we have learned that they explicitly impose consistency requirements in their formulations.

This idea of consistent ranking between customer classes/types is not new to the operations management literature. In a setting with pricing, if customers of different classes have different willingness to pay for the service levels they receive, the controller may want to guarantee consistent and clear differentiation between the classes to discourage customers from deviating from their class; see some discussion of these issues in a pure-service call center, pricing is not explicitly present but revenues

from different customer classes are different and it may be natural for the manager to consistently serve the more valuable customers faster.

In accordance with the above observation, we begin our attack of the broad question of formulations by studying the impact of consistency requirements on the staffing problem. To study this question we consider relatively simple model in which a multiple customer classes are served by a single pool of servers (the resulting queuing system is often referred to as a V model). We formulate a family of staffing problems in which, in addition to the common SL constraints, we add a consistency requirement which roughly requires that with a certain probability the queue length of the first class is less than the length of the other class multiplied by a constant (the consistency constant). A high consistency ratio corresponds to the requirement that a ranking between the classes is maintained at most times Frayer, (2000).

Varying the consistency constant and the consistency ratio allows us to examine in a refined manner the impact of the consistency requirement on the resulting staffing and routing prescriptions and, most importantly, on the cost. Quantification of the cost of consistency would allow the manager to make the tradeoff between consistency and its implications to staffing cost Gurvich, I., M, (2008).

To address the above, we need to explicitly solve the staffing problem with the consistency constraint or, at the very least, obtain bounds on the associated costs. The staffing problem in consideration is new and challenging. As we indicated above, consistency has been imposed in the literature only indirectly (as in the best-effort formulations of Gans, N. and Koole, A. (2003). The researcher is able to generate explicit solutions and bounds. The cost of consistency that we find is non-negligible. For some settings, the required capacity, in the absence of a consistency constraint, is only slightly greater than the minimum capacity required for stability. In contrast, with the consistency constraint, significant excess capacity is required to meet the SL targets.

It is important that solving the staffing problem requires one to jointly determine the staffing level (which is a scalar in our simple model) and the prioritization rule (the control). Identifying the optimal prioritization that accompanies the optimal staffing is usually the most difficult task. We introduce two types of controls that are applicable to different settings depending on the consistency constant and the consistency ratio Gurvich, I., M, (2008).

Aksin, Z., M., et al (2007) pointed out that, in some settings, the optimal prioritization in the staffing problem corresponds to rule that is somewhat chaotic in that the priorities actuate frequently from one class to the other. One may then interpret the consistency observed in the call center data as indicating that managers are only trying to avoid chaotic behavior. We are able to show, however, that the reduction in cost when removing the consistency requirement is significant even when one imposes a requirement that the prioritization rules are well behaved.

Allon, G. (2010) revealed that, in the service industry for example, the paper makes two contributions: (i) Studying a spectrum of staffing problems with varying levels of consistency allows us to provide a detailed assessment to the cost of consistency. In the process of doing so, we also study the effect of the consistency requirements on various performance metrics, that do not explicitly appear as constraints in the formulation, such as the waiting-time mean and variance. The call centre can then compare the benefit and the cost of having this constraint to make a better decision. When positioned within the existing literature, our results are the first to study the implications of formulation choice on the subsequent staffing and routing decisions in a multi-class setting. (ii) The staffing problems and the routing rules that we study may be of independent interest to the literature on staffing and routing in service systems.

CHAPTER THREE

RESEARCH METHODOLOGY

Research Design

The study used a descriptive correlation design that used both qualitative and quantitative methods of data collection. It is Quantitative in the sense that it was based on methodological principles of description, and use of statistical measurements as expected by the researcher. Qualitative data was presented on tables.

Research Population

This refers to the group that the researcher focused on. The researcher believed that this group had vital information. Therefore, the target population was two hundred seventy eight (278) respondents, which comprised of employees from different departments. This is because the study was conducted among employees of DAS Handling Ltd, which is located in Central Uganda, 40 km from the city centre. It is expected that respondents from the diverse management levels contribute to staffing and the success of the study.

Sample Size

The Slovin's formula was used to determine the minimum sample size.

$$n = \frac{N}{1 + N \alpha^2}$$

N= Target population

n = Sample size

$\alpha^2=0.05\%$ (level of significance)

Sampling procedures

A stratified sampling strategy was used because the researcher selected few individuals to represent the entire population. The researcher was able to get the samples which was pretested and then used them to get the correct information required.

Research Instruments

The research tool that was used in this study include the following: (1) *face sheet* to gather data on the respondents' profile;- (gender, age, marital status, education qualification and administrative responsibility); (2) *researcher devised questionnaires* to determine the extent of staffing situation and the levels of organizational performance. The response modes and scoring are as follows: *for staffing situation and organizational performance* - 1) strongly disagree (2); disagree (3); agree (4); strongly agree.

Validity and Reliability of the Instruments

Content validity was ensured by subjecting the researcher devised questionnaires on staffing situation and organizational performance (who shall estimate the validity on the basis of their experience) such as staff of DAS handling LTD..

The test-retest technique was used to determine the reliability (accuracy) of the researcher devised instruments to 15 qualified respondents, from some staff members of DAS handling Ltd. These respondents were not included in the actual study. In this test- retest technique, the questionnaires was administered twice to the same subjects. the test was reliable and the trait being measured stable, the results were consistent and essentially the same in both times (Hurley's,2007).

Data gathering procedures

Before data gathering: Upon accomplishment of defending and acceptance of the research proposal, the researcher obtained an introductory letter from the School of Postgraduate Studies and Research and Evaluation of Kampala International University, seeking for permission from the General Manager to allow her to get access to study sites and also access all employees that were her key respondents.

During gathering data: Due to the nature work and busy schedule of some prospected respondents, the researcher through the office administrators scheduled appointment for such respondents. The researcher availed herself to give necessary explanation on some question where a need was. Then the researcher carried out a pilot study before the actual research in order to check feasibility of the research, so that the research design could be improved or adjusted where necessary to avoid wasting time. The researcher also made use of secondary data by reviewing annual reports, periodicals, manuals dissertations, and visited the website of Das Handling Ltd.

After Data gathering: After two weeks, primary data was collected through questionnaires which respondents return back to the researcher to allow the researcher to go head to analyze the data. Completed (SAQs) were coded, edited, categorized and entered into a computer Statistical Package called Epi data which was exported to SPSS for data processing and analysis.

Data Analysis

The frequency and percentage distribution were used to determine the profile of the respondents.

The means and interpretations were applied for the levels of staffing situation and organizational performance.

The following mean ranges were used to arrive at the mean of the individual indicators and interpretation:

A. For the level of Staffing situation and Organizational performance.

Mean Range	Response Mode	Interpretation
3.26-4.00	strongly agree	Excellent
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Fair
1.00-1.75	strongly disagree	Poor

To determine whether there is a significant relationship between staffing situation and organization performance, Pearson linear correlation coefficient (PLCC) was used to compute the influence of the independent variable to dependent variable.

Also the regression analysis R^2 (coefficient of determination) was computed to determine the influence of the independent variable on the dependent variable.

Ethical Considerations

An introductory letter was issued to allow the researcher by the coordinator Business and Management; SPGSR, to go ahead with the researching on the study topic. "Staffing situation and organization performance: a case study of DAS Handling Ltd." The researcher was introduced to the respondents and the exercise of administering the three instruments was ensured confidentiality to all respondents. The response to the same allowing the researcher to carry out research in DAS Handling Ltd was given by the General Manager. Authors quoted were recognized through citations/referencing.

Limitations of the Study

In view of the following threats to validity, the researcher claimed an allowable 5% margin of error at 0.05 level of significance. Measures are also indicated in order to minimize if not to eradicate the threats to the validity of the findings of this study.

Extraneous variables which were beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study

Attrition: Not all questionnaires were returned neither completely answered nor even retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate. In anticipation to this, the researcher reserved more respondents by exceeding the minimum sample size. The respondents were also reminded not to leave any item in the questionnaires unanswered and were closely followed up as to the date of retrieval.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

Introduction

This chapter shows the profile of respondents, the relationship between the level of Staffing situation and the level of Organization performance in Das Handling Ltd, Entebbe-Uganda. The presentation here is based on data as collected from the field and as analyzed by the researcher.

Profile of respondents

Respondents in this study were the staff of Das Handling Ltd, Entebbe-Uganda. The researcher was interested in understanding their profile characteristics on gender, age, marital status, highest qualification, administrative responsibility .Their responses were analyzed using frequencies and percentage distributions as indicated in table 4.1;

Table 1: Demographic characteristics of respondents

Profile	Frequency	Percent
Gender		
Male	78	41.3
Female	84	44.4
Total	162	85.7
Age		
18-20	33	17.5
21-25	39	20.6
26-30	56	29.6
35 and above	34	18.0
Total	162	85.7
Marital		
Single	58	30.7

Married	76	40.2
Divorced	28	14.8
Total	162	85.7
Qualification		
Diploma	56	29.6
Degree	63	33.3
Postgraduate	43	22.8
Total	162	85.7
Administrative		
Administrator	56	29.6
Research Coordinator	63	33.3
Head of department	43	22.8
Total	162	85.7

The results in Table 4.1 showed that most respondents (84 or 44%) were female and (78 or 41%) were male. Concerning age, majority of respondents were between the age bracket of 26-30 years (30%), followed by those between 21 -25 (39). This implies that most workers in Das Handling Ltd are 21 years old and above. Respondents were also asked about their marital status for which results indicate that majority of respondents (76) were married, followed by (58) who were single. This implies that most of the staff members in Das Handling Ltd, Entebbe-Uganda are married. Respondents were also asked about their highest qualification for which the results in Table 4.1 indicated that most of them (63) were Bachelors, followed by (53) who were Diploma holders, while as Postgraduates lagged behind (43). This implies that Das Handling Ltd, Entebbe-Uganda staff body is dominated by mainly Bachelors degree holders. Finally, concerning Administrative responsibility majority of the respondents (63) are Research Coordinators, followed by (56) administrators. This suggested that Das Handling Ltd always put a lot of effort on research programs.

The extent of staffing situation in DAS Handling

The staffing situation in this study was the independent variable in this study, staffing situation was measured qualitatively using several questions to which respondents (Das Handling Ltd) were asked to rate their organization on each by indicating the extent to which they agree or disagree with each statement, where 1=strongly disagree, 2=disagree, 3=agree and 4=strongly agree. Their responses were analyzed using descriptive statistics such as means, as indicated in table 4.2;

Table 2: The extent of staffing in DAS Handling

Categories	Mean	Interpretation	Rank
DAS handling Ltd provides me with transport	2.80	Good	1
Organization provides me with adequate telephone facilities	2.62	Good	2
Organization provides many staff members who are necessary to obtain the desired goals	2.07	Fair	3
Organization Provides me with enough space to meet and attend to the clients	1.93	Fair	4
DAS handling Ltd provides me with adequate lighting facilities	1.86	Fair	5
DAS handling Ltd provides me with enough space to keep my work right	1.82	Fair	6
DAS handling Ltd provides me with Medical care	1.74	Poor	7
AVERAGE MEAN	2.11	Fair	

Mean range	Reponse mode	Interpretation
3.26-4.00	strongly agree	Excellent
2.51-3.25	Agree	Good

1.76-2.50	Disagree	Fair
1.00-1.75	Strongly disagree	Poor

The results in Table 4.2 indicated that most respondents (mean=2.80) strongly agreed that DAS handling Ltd provides me with transport, this corresponds with excellent on the Likert scale. Confirming that that DAS handling Ltd provides enough transport facilities to its staff. On whether the organization provides them with adequate telephone facilities, majority (mean=2.62) still agreed and which corresponds with good on the Likert scale. When the respondents were asked whether the Organization provides many staff members who are necessary to obtain the desired goals, majority (mean=2.07) disagreed and also this corresponds with fair on the Likert scale. This implies that there exists a high level of inequality in the provision of remunerations among the staffs by Das Handling Ltd.

Regarding whether the Organization provides them with enough space to meet and attend to the clients, majority of the respondents (mean=1.93) disagreed on this aspect of staffing situation, this also corresponds with Fair on the Likert scale. This implies that Das Handling Ltd doesn't have enough buildings to provide its staffs with enough office rooms so that they can meet and attend to their clients.

Concerning whether DAS handling Ltd provides them with adequate lighting facilities, majority of the respondents (mean=1.86) disagreed on this aspect of staffing situation, this also corresponds with Fair on the Likert scale. This suggested that DAS handling Ltd doesn't provide adequate lighting facilities to its staff. On whether DAS handling Ltd provides them with enough space to keep their work right, most of the respondents (mean=1.82) still disagreed and this corresponds with fair on the Likert scale. This confirmed that DAS handling Ltd doesn't have enough worker space which it can provide to its workers. Finally, on whether DAS handling Ltd provides them with Medical care majority of the respondents (mean=1.74) strongly disagreed, which corresponds

with poor on the four Likert scale. This implied that DAS handling Ltd doesn't provide health services to its staff.

Level of organization performance in DAS Handling limited

The Level of organization performance in this study was the dependent variable in this study, organization performance was measured qualitatively using several questions to which respondents (Das Handling Ltd) were asked to rate their organization on each by indicating the extent to which they agree or disagree with each statement, where 1=strongly disagree, 2=disagree, 3=agree and 4=strongly agree. Their responses were analyzed using descriptive statistics such as means, as indicated in table 4.3;

Table 3: Level of organization performance in DAS Handling limited

Categories	Mean	Interpretation	Rank
Opportunities for development in my department are available	3.11	Good	1
Accessing promotion in my department is easy	2.58	Good	2
The compensation I get from the organization for my services is adequate	2.49	Fair	3
Administration in my department is supportive	2.33	Fair	4

Mean range	Response mode	Interpretation
3.26-4.00	strongly agree	Excellent
2.51-3.25	Agree	Good

1.76-2.50	Disagree	Fair
1.00-1.75	Strongly disagree	Poor

The results in Table 4.2 indicated that majority of respondents (mean=3.11) agreed that Opportunities for development in their departments are available, this corresponds with good on the Likert scale. This implies that Das Handling Ltd develops at a high speed .On whether accessing promotion in their departments is easy, most of the respondents (mean=2.58) agreed and this corresponds with (good) the Likert scale. This implied that Das Handling Ltd doesn't promote its workers basing on the level of knowledge and skills. Regarding the compensation they get from the organization for their services is adequate, majority of the respondents (mean=2.49) disagreed which corresponds with fair on the Likert scale. This confirmed that the staff earns inadequate services from the compensation provided by DAS Handling Ltd. On whether the Administration in their department is supportive, here majority of the respondents (mean= 2.33) disagreed and corresponds with fair on the Likert scale. This Suggested that DAS Handling Ltd has supportive Administration in its departments.

Relationship between Staffing situation and Organization performance in Das Handling Ltd, Entebbe-Uganda

The last objective in this study was to establish whether there is a significant relationship between Staffing situation and Organization performance in Das Handling Ltd, Entebbe-Uganda. For which it was hypothesized that staffing situation and Organization performance in Das Handling Ltd, Entebbe-Uganda are not significantly correlated. To test this null hypothesis, the researcher correlated the mean indices on Staffing situation and those of Organization performance using the Pearson's linear correlation Coefficient (PLCC), and the results are indicated in table 4.

Table 4: Relationship between Staffing situation and Organization performance in Das Handling Ltd, Entebbe-Uganda

Variables correlated	r-value	sig	Interpretation	Decision on Ho
Staffing situation Vs Organization performance	-.149	.060	Negative insignificant relationship	Accepted

The Pearson's linear correlation Coefficient (PLCC) results in Table 4 indicated that there is no significant correlation between Staffing situation and Organization performance (sigs >0.05). For example, results indicated a negative significant correlation between Staffing situation and Organization performance ($r = -0.149$, sig. = .060). Basing on the results, the null hypothesis was accepted and a conclusion made that there is no significant correlation yet the results are significant at 0.05 level of significance. This is so because Das Handling Ltd, Entebbe-Uganda does not fulfill its obligations towards its staff members.

Table 5: Regression Analysis between Staffing situation and aspects of organisation performance

Variables regressed	Adjusted R2	F-value	sig	Interpretation	Decision on Ho
Staffing situation Vs Organization performance	.016	3.596	.060	Insignificant difference	Accepted
Coefficients	Beta	t	Sig.		
(Constant)		30.423	.000	Significant	rejected

				difference	
staff		-1.896	.060	Insignificant difference	Accepted

The Linear regression results in Table 4.5 above indicate that Staffing situation insignificantly affects organizational performance ($F=3.596$, sig. ≈ 0.060). The results also indicate that Staffing situation was included in the regression model and contribute over 60% towards variations in organizational performance in case of (Adjusted $R^2 = 0.016$). The coefficients section of this table indicates the extent to which staff is Insignificant towards performance and this is indicated by the Sig. values (sig. 0.060) and t.value (-1.896). This suggests that staff contribute over 66% towards variations in organizational performance. This means that Das Handling Ltd, Entebbe-Uganda should improve on staff situation.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Findings

This study set out to establish whether there is a significant relationship between Staffing situation and Organization performance in Das Handling Ltd, Entebbe-Uganda. It was based on four major objectives, which include, i) determining the Profile of respondents, ii) extent of staffing situation in DAS Handling, iii) Level of organization performance in DAS Handling limited, iv) and the relationship between Staffing situation and Organization performance in Das Handling Ltd, Entebbe-Uganda.

The findings indicated that most respondents were female (84%), between 26-30 years of age, over 40% were married couples, and majority were Bachelors degree holders (33%), over 33% were research coordinators.

The extent of staffing situation in DAS Handling is generally low and this was indicated by the average mean of 2.11

The lowest aspect of staffing situation was that DAS handling Ltd provides me with Medical care with the mean of 1.74, while the highest aspect of staffing situation was that DAS handling Ltd provides me with transport with the mean of 2.80.

The level of organization performance was also found to be generally good with the overall mean of 2.62.

The findings also indicated a negative insignificant relationship, negative insignificant correlations between staffing situation and organization performance, since the sig. value was greater than or equal to 0.05, which is the maximum level of significance required to declare a relationship significant. This is shown by the fact that the sig. value was greater than the maximum sig. value of 0.05 considered in social sciences. The findings also indicated the regression results where staffing situation had a positive insignificant effect on the organizational performance ($F=3.596$, sig. =0.060).

Staffing Practices

Staffing Practices at Das handling Ltd provides a framework for understanding the various activities that may occur at different stages of the staff affairs in a professional's career. The components of the Practices at Das handling Ltd operate cooperatively. As a result, the goals of the division, unit, and staff member are achieved to a much greater degree than if each component was held as a separate function in the organization. The researcher found out that, staffing Practices at Das handling Ltd portrays an ongoing, rather than occurring activity at distinct points in time with discrete start and end dates.

Conclusions

From the findings of the study, the researcher concluded that most respondents in selected areas of Entebbe-Uganda were females; between 26-30 years of age, married and majority are Bachelors degree holders in education. This means that they are people with the right knowledge and ability to contribute positively to the success of the organisation.

The staffing situation in areas of Entebbe is generally fair however the lowest aspect of staffing situation was that DAS handling Ltd provides me with Medical care.

The level of organisation performance was also found to be generally good in Entebbe-Uganda, and organisation performance is negative and insignificantly correlated which implies that the poor the staffing situation the poor the organisation performance.

Recommendations

From the findings and the conclusions of the study, the researcher recommends that there is need to improve on the staffing situation by DAS handling Ltd in Entebbe-Uganda since majority of respondents were found to be research coordinators.

Workers should not only target to work as research coordinators in DAS handling Ltd, they must also target other technical positions in the organisation where they can use such positions to improve on their working conditions.

Research on staffing situation should be highly conducted in order to find out problems faced by workers at work places, such that they can be improved by DAS handling Ltd. This will help to improve on the poor working conditions at work places mostly faced by women.

Despite of all these problems faced by workers, organisations have proved to improve on the working conditions through provision of services such as transport, medical care services and education services to workers.

The researcher recommends that, DAS Handling should openly discuss the goals and process of staffing with each staff member to ensure mutual benefit from the staff and the administration.

The administration of DAS Handling Ltd should show concern and interest in the staff member's personal concerns.

The researcher recommends that, administration of Das Handling should treat staff members equitably.

There is need to support the decisions of superiors with subordinate staff and staff. The management should not hide disagreement from supervisor during decision making process.

Areas for Further Research

The research does not and cannot guarantee that the study was completely exhausted. In any case, the scope of the study was limited in accordance with the space, and objectives. It is therefore, suggested that a national research covering the whole country be undertaken.

Also, prospective researchers and even students should be encouraged to research into the following areas:

Recruitment of staff and organization performance,

Factors affecting staff like motivation, salary scale, experience and qualifications,

Staffing strategy and organization performance

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APPENDICES

APPENDIX I: TRANSMITAL LETTER



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

August 23, 2011

Dear Sir/Madam,

RE: REQUEST FOR KHAITSA SPECIOZA MBA/42803/92/DU
TO CONDUCT RESEARCH IN YOUR ORGANIZATION

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Business Administration (Human Resource).

She is currently conducting a field research of which the title is "Staffing Situation and Organisation performance in DAS Handling LTD Entebbe, Uganda."

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 avaii her with the pertinent information she may need.

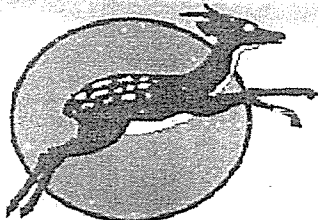
Any information shared with her from your organization shall be treated with utmost confidentiality.

Any assistance rendered to her will be highly appreciated.

Yours truly,

Mr. Malinga Ramadhan
Coordinator

APPENDIX I: INFORMED CONSENT



DAS HANDLING LTD

P.O. Box 5480, Kampala
Tel: 256-41-4321296
Fax: 256-41-4321440
E-mail: admin@dashhandling.com

Date: 3rd, October, 2011


The coordinator, Business and Management,
School of Postgraduate Studies and Research,
Kampala International University,
Ggaba Road- Kansanga,
P.O. Box 20000,
Kampala, Uganda.

Dear Sir,

RE: REQUEST FOR KHAITSA SPECIOZA MBA/42803/92/DU, TO CONDUCT RESEARCH IN OUR ORGANISATION

Reference is made to the above mentioned subject. This is to inform you that we have received your request and allowed the above mentioned student; Ms. KHAITSA SPECIOZA to conduct research in our organisation provided the research is for academic purposes only. I also request that the copy of the final report should be given to us to be kept in our library.

I thank you for your cooperation and wish her success in her academic endeavors.


DAS HANDLING LIMITED
John Kyalyonza
General Manager OFFICE

C.C. Human Resource Manager

C.C. Ms. Khaita Specioza

Head Office:
Sebugwawo Drive
Entebbe International Airport

APPENDIX III: RESEARCH INSTRUMENT

Dear Sir / Madam,

I am carrying out a survey on staffing situation and organization performance, in Das Handling Ltd, Entebbe, Uganda. You have been selected to participate in this research by completing this questionnaire. It will thus be helpful if you assist by answering/filling in the questionnaires as per the instructions at the beginning of each section. Please provide the most appropriate answer in your opinion. Your responses will be kept confidential since the questionnaire is anonymous.

You are requested to fill the questionnaire within..... and return it to..... Thank you very much.

Yours faithfully,

Khaita Specioza

Researcher

Please help me classify your responses by supplying the following facts about you.

A1 What is your sex?

a. Female

b. Male

A2 What is your age bracket?

a. 18-20 years

- b. 21-25 years
- c. 26-30 years
- d. 35 and above

A3 What is your marital status?

- a. Single
- b. Married
- c. divorced

A4 What is your education qualification?

- a. Bachelor's degree.
- b. Postgraduate diploma
- c. Masters
- d. Doctorate/ professor

A5 What administrative responsibility do you hold in the Organisation?

- 1. Administrator
- 2. Research Coordinator
- 3. Head of department

B1: Staffing Practices

Mean range	Reponse mode	Interpretation
3.26-4.00	strongly agree	Excellent

2.51-3.25	Agree	Good
1.76-2.50	Disagree	Fair
1.00-1.75	Strongly disagree	Poor

Please rate the work environment Das handling provides you using a scale

1. How many staff performs their duties with adequate lighting facilities?
2. Does the organization provide staff with adequate telephone facilities?
3. Does the organization provide staff with enough space to meet and attend to the clients?
4. Does the organisation provide staff with enough space to keep their work right?
5. Does the organisation provide staff with Medical care?
6. Das handling Ltd provides me with Transport
7. Organization provides me with allowance on overtime and after meeting

C: Effects on staffing organization performance

Please give your opinions about the following policies in Das handling Ltd

1. The compensation I get from the organization for my services is adequate.
2. Accessing promotion in my department is easy
3. Administration in my department is supportive
4. Opportunities for development in my department are available

Thank you for your cooperation.

APPENDIX IV: CURRICULUM VITAE

BIO DATA

First Name: KHAITSA

Other Name: SPECIOZA

Sex: FEMALE

Nationality: UGANDAN

Date of birth: 4th, FEB 1972

Marital Status: MARRIED

Religion: CHRISTIAN

Contact: Tel +256-772 626 578

E-mail khaspe@yahoo.co.uk

EDUCATIONAL BACK GROUND

Feb, 2010-Date: Post Graduate Student of Masters in Business Administration

Majoring in Human Resource Management at Kampala

International University

2005-2008: Bachelors Degree in Human Resource Management at Kampala

International University (KIU)

2003-2004: Diploma in Human Resource Management at Data Pro Business

Institute

2001: Certificate in Human Resource Management at Data Pro Business

Institute

1991: Trained as a Police Constable at Police Training School Masindi.

1986-1989: Uganda Certificate of Education at Mulagi Girls' Secondary

School

LANGUAGE PROFICIENCY

<u>Language</u>	<u>Oral</u>	<u>Written</u>	<u>Reading</u>
English	Very Good	Very Good	Very Good
Lugisu	Very Good	Very Good	Very Good
Luganda	Fair	Fair	Fair
Kiswahili	Elementary		

REFEREES

1. Mr. Augustine Wandiba,
Lecturer,

2. Mr. Harrison Ojambo,
Academic Registrar,

School of Business and Management

Kampala International University,

P.O. Box 20000,

Kampala

Tel +256 772427484

Data Pro Business Institute,

P.O.Box 782,

Entebbe

TEL. 0782427273

