

**HUMAN RESOURCE MANAGEMENT, ETHICAL BEHAVIOUR AND EMPLOYEES'
PERFORMANCE IN KAYONZA GROWERS' TEA FACTORY IN KANUNGU
DISTRICT, UGANDA**

*marked
70/100
20/8/2019*

BY

TURINABWE SAUL

1163-06404-06855

**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF HUMANITIES AND
SOCIAL SCIENCES IN PARTIAL FULFILMENT FOR THE AWARD OF THE
BACHELORS DEGREE IN PUBLIC ADMINISTRATION AND
MANAGEMENT, KAMPALA INTERNATIONAL
UNIVERSITY, UGANDA**

JULY, 2019

DECLARATION

I Turinabwe Saul do declare that the work in this research is out of my own strength and effort and it has never been submitted to any university or other institution of learning for ward of bachelors degree in public administration

Turinabwe Saul

1163-06404-06855

Signature

.....Turinabwe Saul.....


Date:

.....08/07/2019.....

APPROVAL

This Report has my approval.

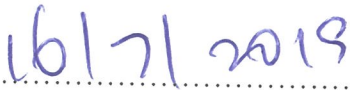
Sign:

A handwritten signature in blue ink, appearing to read 'Yiga Anthony', written over a dotted line.

Hon. Yiga Anthony

Supervisor

Date:

A handwritten date '16/7/2019' in blue ink, written over a dotted line.

DEDICATION

I dedicate this work to my beloved parents Tumushabe Faith and Mr. Mubangizi Elijah, and I thank them for their continued financial support and advice to me as far as my education career path is concerned.

ACKNOWLEDGEMENT

I thank God for enabling me to complete my research successfully and would like to extend my sincere appreciation and gratitude to all the people who tirelessly helped me in one way or the other during my research at Kayonza Growers' Tea Factory and staff of Kampala International University for having me an opportunity to carry out my research. May Almighty God reward you richly.

I recognize all the prayers and financial support rendered to me by my parent Tumushabe Faith and Mr. Mubangizi Elijah your effort will not end in vain for God is faithful

I thank my supervisor

For the great input they have given to my research during the time of supervision without their professional guidance and parental care, this study would not have reached this level.

I would like also to appreciate my friends Mr. Ahumuza Victor, Mr. Nahurira Demus, Mr. Niwagaba Protaz, and Mr. Ahumuza Brian who encouraged and gave a new release of life in research. May God bless you.

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS.....	v
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS.....	xi
ABSTRACT.....	xii
CHAPTER ONE:	1
INTRODUCTION.....	1
1.0 Introduction	1
1.1 Background of the Study.....	1
1.1.1Historical Background.....	1
1.1.2 Theoretical Background	2
1.1.3Conceptual Background.....	3
1.1.4 Contextual Background.....	3
1.2 Statement of the Problem.	4
1.3 Purpose of the study	5
1.4 Specific objectives.....	5
1.5 Research Questions	5
1.6 Hypothesis.....	6
1.7 Scope of the study	6

1.8 Significance of the study	6
CHAPTER TWO	7
LITERATURE REVIEW	7
2.1 Introduction:	7
2.2 Conceptual frame work	12
CHAPTER THREE.....	13
METHODOLOGY	13
3.0 Introduction	13
3.1 Research design.....	13
3.2 Target population	13
3.3 Sample size.....	14
3.4 Sampling strategy	14
3.5 Data collection method.....	14
3.5.1Primary data collection method.....	14
3.5.2Secondary data collection method.....	14
3.6 Research instruments.....	14
3.7Quality of collected data	15
3.7.1 Validity.....	15
3.7.2 Reliability	16
3.8 Data gathering procedures.....	16
3.9Data analysis	17
3.10 Ethical consideration	17
3.11 Limitation of the study	17

CHAPTER FOUR:	19
DATA PRESENTATION AND ANALYSIS	19
4.0 Introduction	19
4.1 Demographic information	19
4.1.1 Gender composition	19
4.1.2 Level of education	20
4.2 The relationship between Human Resource Management, Ethical Behavior and Employees Performance	21
4.3. The level of performance of employees of the Kayonza Growers Tea Factory	25
CHAPTER FIVE	28
DISCUSSION, CONCLUSION AND RECOMMENDATIONS	28
5.0 Introduction	28
5.1 Discussion	28
5.1.1 Relationship between Human Resource Management and Ethical Behavior on Employees' Performance in selected Factory of Kayonza Tea, Kanungu District.	28
5.1.2 Level of performance of Employees of the Factory	29
5.1.3 What should be done in order employees to increase on productivity of the factory?	29
5.2 Conclusion	30
5.3 Recommendations	31
5.4 Areas for further research	32
REFERENCES	33
APPENDICES	39
Appendix I: Self-Administered Questionnaire for Managers	39
Appendix II: Interview Guide for the Managers	42

Appendix III: Document Review 43

Appendix IV: Budget Estimate 44

Appendix V: Time Frame/work plan of Research 45

Appendix VI: Introductory Letter 46

LIST OF TABLES

Table 4.1: shows summary of respondents by gender.	19
Table 4.2: showing highest level of education attained.....	20
Table 4.3: Showing the response on the relationship between Human Resource Management, Ethical Behavior and Employees Performance.....	22
Table 4.4: showing response on the level of performance of employees of the Kayonza Growers Tea Factory	25

LIST OF FIGURES

Figure 2.1: Showing the conceptual framework.....	12
Figure 4.1: Gender of respondents.....	20
Figure 4.2: Showing Level of Education	21

LIST OF ABBREVIATIONS

HR	Human Resource
HRM	Human Resource Management
UTDL	Uganda Tea Development Limited
KGT F	Kayonza Growers Tea factory
HRO	Human Resource Officer
PRO	Public Relation Officer
MIU	Material Issue Voucher
HACCP	Hazard Analysis Critical Control Point
GRU	Goods Received Voucher
LPO	Local Purchase Order
UTGC	Uganda Tea Growers Cooperation
GLA	Green Leaf Agreement
ISO	International standards organization
KPF	Kayonza Premium Fund
KD	Kanungu District
BPA	Bachelor of Public Administration

ABSTRACT

The study was entitled Human Resource, Ethical Behaviors and Employees' Performance' was carried out in Kayonza Growers' Tea Factory in Kanungu District, Uganda. The aim of this research was, to examine the Performance of employees of Kayonza Growers Tea Factory in Kanungu District, to identify the relationship between the Human Resource Management and Ethical Behaviors on Performance of Employees in the Tea Factory of Kayonza, to examine how Employees can improve on productivity of the Factory.

The study was conducted using qualitative (ethnography) to collect data, analyze and present data, data was conducted using instruments; questionnaire, interview guide and observation guide, in order to achieve the benefits of triangulation. Triangulation of research instruments were used strategic by which the researcher collected data from different sources to test for truthfulness. Sound explanation of occurrence was achieved by the researcher

The study focused on Human resource management, ethical behaviors and performance of employees. The role of human resource managers are to motivate, supervise, monitoring and evaluation, while employees have to meet their deadlines, participate and delivering of services Ethics is the philosophical treatment of the moral order, its history does not consists in narrating the views of morality entertained by different nations at different times. This is properly the scope of the history of civilization,

Performance is the actual output or results of an organization as measured against its intended goals and objectives. Performance helps workers to achieve goals and objectives of organization. The study concluded that the workers work as a team, while they are at work place in the factory for example activities are well given to them, each of them contributes to the development of the organization.

The study concluded that employees participate in all activities of the factory for example decision making get involved by managers and workers especially directors who come up with decision making hence, however, others suggested that suggested that workers have to be allowed to participate in all activities of the factory, Such as decision making so that they can have a love for the factory.

CHAPTER ONE:

INTRODUCTION

1.0 Introduction

This chapter introduced the background of the study, statement of the problem, purpose of the study, the research objectives, research questions, and scope of the study, significance of the study, conceptual framework and key terms.

1.1 Background of the Study

The background of the study contained four systematic linked backgrounds namely, historical which shows the previous past over view of the study, theoretical-which gives the theory which underpins the study, conceptual which gives the definition of key variables and contextual perspective which shows the problem at the ground that prompt study.

1.1.1 Historical Background

Human Resource Management has been commonly used for about the last ten to fifteen years. Prior to that, the field was generally known as personal administration, which emerged as a clearly defined field by the 1920s at least in the US, it was largely concerned with the technical aspects of hiring, evaluating, and compensating employees and was very much of staff function in most organizations. The field did not normally focus on the relationship of disparate employment practices on overall organizational performance or on the systematic relationships among such practice. The field also lacked a unifying paradigm

Ethics is the philosophical treatment of the moral order, its history does not consists in narrating the views of morality entertained by different nations at different times this is properly the scope of the history of civilization, and of ethnology. The history of ethics is concerned solely with various philosophical systems which in course of time have been elaborated with reference to the moral order. Hence the opinions advanced by wise men of antiquity, such as Pythagoras (582-500B.C.), Confucius (558-479B.C.), according to Greeks that is teaching of Socrates (470-399B.C). plato, sacretes and Aristotle.

According to Wikipedia: ethical behaviors are set of moral, rules, regulations put in place to be followed by employees in order to achieve goals and objectives of the organization.

Performance has many definitions as can be found, For example the Oxford dictionary of Business English defines it as “ General accomplishment of a given task measured against preset standard of accuracy, completeness, cost and speed.” Job performance is a commonly used, yet poorly defined concept in industrial and organizational psychology, the branch of psychology that deals with the workplace. It most commonly refers to whether a person performs their job well. Campbell, (1990).Despite the confusion over how it should be exactly defined, performance is an extremely important criterion that relates to organizational outcomes and success.

1.1.2 Theoretical Background.

The study was underpinned by McGregor's two-factor theory. According to him, theory X and theory Y is obviously a mirror from which everybody's behavior can be identified. It is an assumption about the human behavior. Theory X assumes that employee or employees at certain occasions feel attitudes and behaviors like, lazy to work, bear pale and negative attitudes, reactive, de-motivated, ill-treated, stubborn and harassed, ignored and not cared and respected hence the employees become a hindrance to organization and they are not creative and not innovative and these employees are a burden and they never substantially contribute to the organization. Theory Y deduces that employee or employees feel attitudes and behaviors like happier and satisfied, interesting to work, positive, proactive, friendly, cared, equally and well treated, fully motivated, highly respected hence these employees are a valuable asset and they are very creative and innovative and bring new things to organization. Understanding a man and his behavior and feelings is so laborious hence McGregor's two-factor theory was very helpful for identifying the needs and behavior of human resources. Truss et al specifying McGregor's viewpoints indicate a relationship between McGregor and later theories like 'hard' and 'soft' views and elaborates that McGregor has used these terms earlier. Walton describes McGregor's Theory X indicates the 'hard' version means control, while Y stands for soft view which means mutual commitment teamwork.

1.1.3 Conceptual Background

The independent variable in the study was Human Resource Management and Ethical Behavior. According to Wikipedia, Human resources play an important part of developing and making a company or organization at the beginning or making a success at the end, due to the labor provided by employees.

According to Wikipedia; Human resources are employees/people who work for the organization to achieve goals and objectives of the organization. These human resources are both skilled and non-skilled.

<https://www.shrm.org>; Human Resource Management (HRM) is the function within an organization that focuses on the recruitment of, management of, and providing direction and guidance for the people who work in an organization, all of the processes and programs that are touched by people are part of the HR kingdom.

According to Wikipedia; ethical behaviors are set of moral, rules, regulations put in place to be followed by employees in order to achieve goals and objectives of the organization.

The dependent variable was employees' performance. According to Wikipedia, it refers to the completion of a task with application of knowledge, skills and abilities.

1.1.4 Contextual Background

Kayonza Growers Tea Factory is in Kayonza sub-county along Kayonza- Mpungu- Kabale road, Kanungu district; it borders with Democratic Republic of Congo (DRC), south western Uganda. The Factory produces tea as a cash crop. It was started by the Uganda development cooperation. The nurseries were first established in 1959 and the field planting was done in 1961.

Kayonza Grower Tea was established in 1964 under the auspices of agricultural enterprises limited, an entity which was founded to promote Tea growing by the small shareholder tea farmers.

In 1966, an act of parliament was enacted to create a parastatal body, the Uganda Tea Growers cooperation (UGTC) to manage the four small shareholder tea estates. These were Igara, Mpanga, Mabale and Kayonza all in western Uganda.

From 1974 to 1985, Tea Growing was abandoned due to the political turmoil the country experienced then. Tea growing was abandoned due to the 1990, there was an emergence of Tea rehabilitation program in the country and all the four factories were rehabilitated.

The next five years (1990-1995) saw the European Union support the revamp of the tea subsector courtesy of the small shareholder tea development program.

This was swiftly followed in 1995 by the Government's program of privatization where farmers own shares. This successful process was completed in the year 2000 and now the small shareholder farmers own Kayonza Grower's Tea Factory Limited.

Kayonza tea factory serves members who contribute much towards its prosperity and it estimated that present day can serve 600 employees and 7200 shareholders who are enjoying its profits.

From its mission, the company was established to provide effective and efficient support services tea farmers and produce tea that meets customer quality requirements in a suitable manner for the benefits of the shareholders.

The company produces tea as product and this product gives shareholders a household income after selling it. The factory has both national and international markets, in Uganda markets are in local people in Kanungu, Rukungiri, Kabale, Mbarara, Kampala, and then international markets are china, Iraq, Israel, Germany, America and Britain.

The company has not been only providing tea as products; the factory has other achievements such as construction of boreholes in Kayonza, construction of 56 classrooms and 20 offices.

1.2 Statement of the Problem.

Human resource management, ethical behaviors on performance of employees has innumerate benefits such as ensuring that your organization functions at its optimal level. For the well-being of employees, as well as the growth of the organization Campbell, (1993) unfortunately however, ethical behaviors and performance are at low level (e.g. Obodha, 2001, Okumu 2005, Umar, 2007). In particular, ethnographic observation suggests that performance of employees and ethical behavior cannot make factory to produce high productivity. Because some have unethical behaviors, they also fail to meet deadlines, as well as run their responsibilities errands on the

basis of poor and unclear channels of communication. This failure to perform to the required expectations by the employees leads to several undesirable outcomes such as waste of funds by the Factory on paying workers who do not perform to the expected standards. Given that the employee of the future ought to perform well, employees in the said factory who are reluctant to improve on their performance are not going to meet the market demands. Factors related with low level of performance of employees have to be unearthed if the problem is to be addressed. While there could be factors related to the problem, Campbell (1990) theory of individual variable of performance, communication tendencies, Motivation and personal characteristics may have a relationship with the said problem of employees performance. Hence the need for this study appraises the relationship between Human Resource Management, Ethical Behaviors and performance of Employees.

1.3 Purpose of the study

The purpose of the study was to examine the relationship between Human Resource Management and Ethical Behaviors on Performance of employees at Kayonza Grower's Tea Factory in Kanungu District.

1.4 Specific objectives

- (i) To examine the Performance of employees of Kayonza Growers Tea Factory in Kanungu District.
- (ii) To identify the relationship between the Human Resource Management and Ethical Behaviors on Performance of Employees in the Tea Factory of Kayonza.
- (iii) To establish how Employees can improve on productivity of the Factory.

1.5 Research Questions

- (i) What is the relationship between Human Resource Management and Ethical Behaviors on performance of employees?
- (ii) What is the level of Performance of employees of Kayonza Growers Tea Factory in Kanungu District?
- (iii) What is to be put in place so that Employees can improve on productivity of the Factory?

1.6 Hypothesis

There is relationship between Human Resource Management, Ethical Behaviors and Employees performance in the Factory of Kayonza Growers Tea in Kanungu District.

1.7 Scope of the study

Geographically, the study was carried out at Kayonza Tea factory, near Bwindi Impenetrable National Park, Kanungu district which borders DR Congo. Kayonza Tea Factory is found along Kayonza-Kabale road South Western Uganda.

Content scope; the study was concerned with identifying the relationship between Human Resource Management, Ethical Behaviors and Performance of Employees

.Contextually, it was focused on how human resource management and ethical behaviors on performance of employees influence the development of the theory called Scientific Management. Taylor, (1856-1915)' the father of scientific management, introduced several management principles. This is one kind of first theoretical approaches for HRM during that period.

1.8 Significance of the study

The study findings were expected to be of great value to the following;

Academicians; the significance of the study helps them, to acquire knowledge that may even form a basis for their studies.

The researcher; it helps the researcher to improve skills and getting information for further research.

Managers; helps them to get findings of this study useful in guiding their decisions on policy issues, vision, and mission guiding principles to be upheld by stakeholders in the implementation of the work.

Employees; employees have to know what they are supposed to provide to the factory and what the factory has to give the employees, it can be allowances, bonuses and many others..

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction:

The chapter presents a review of the related literature as well as the theoretical review. The literature has been obtained from textbooks, internet, academic reports and journals. The review presents the views and ideas of other researchers concerning human resource, ethical behaviors and employees' performance at their respective work. Nowadays there is a growing interest in business ethics, both in academia and professionally. However, moral lapses continue to happen in business activities, leading academicians and professionals to rethink what is being done and reinventing new strategies to successfully manage ethics in business organizations. Thus, whereas efforts to promote ethics are basically oriented to using and developing explicit, written formal mechanisms, the literature suggests that other instruments are also useful and necessary to achieve this. Thus, studying the role of the Human Resource Management (hereafter, HRM) in promoting ethics is an emerging research topic due to the heavy influence that HRM practices are thought to have on employees. This paper is aimed at developing a thorough analysis of HRM's role in promoting ethics, and specifically at focusing on one of its practices, training. As an illustrative example of the utility of this practice, an empirical study was conducted on a range

This paper was received on January 15, 2011 and by Spanish banking companies in which an impact was found on the employees' ethical behavior when ethics training was being provided inside the organization. Finally, the practical implications of these findings and directions for future research are presented. Keywords: Human Resource Management (HRM), ethical behavior, implementation of ethics, training

Introduction Recently, a keen interest has emerged in both academic and professional spheres to analyze the important role that ethics plays in the organizational context (Feldman, 1996). As suggested by recent findings (Valentine et al., 2006; Baker et al., 2006; Institute of Business Ethics, 2003), this role is being recognized as positive and beneficial for both the organizational operation and global performance. Indeed, it has been argued that an increased emphasis on ethics and virtue in organizational decisions/ behaviors contributes to a more humanized organizational culture (Melé, 2003), a lower probability of failure due to moral lapses (Melé, 2009), greater ease in obtaining happiness for the members of

the organization (Torralba & Palazzi, 2010) and ultimately, increased value generation, not only by positive attitudes and behaviour by internal agents such as employees (Baker et al., 2006; Valentine et al., 2006; Ruiz et al., 2010) but also by higher satisfaction indexes of important external stakeholders such as clients (Torralba & Palazzi, 2010). In sum, ethics can be considered an asset for business (García-Marza et al., 2010), and insofar as the living of virtue ethics is made patent in organisations, excellent businesses can be thought to be successfully run (Torralba & Palazzi, 2010). As such, ethics implementation has become common in business world (Guillen et al., 2002), most likely because managers have somehow realized the significant advantages that can be obtained by behaving ethically (Treviño & Nelson, 2004). However, despite the high observable rate of organizational mechanisms implemented in business organizations, moral abuses continue to happen (e.g., Banesto, Arthur Andersen, Enron, Worldcom, Health South Corp, Countrywide, etc.).

Some of them have had relatively broad consequences, Pablo Ruiz & Ricardo Martínez 71 Human Resource Management And Ethical Behavior such as the dealings in the US mortgage derivatives market that have resulted in the collapse of entire companies including Lehman Brothers (Nocera, 2009), and directly or indirectly put pressure on the financial system worldwide, including Spain. Therefore, as cases of unethical behavior in business (e.g., embezzling company resources, falsifying reports, deceptive advertising, false information, deliberately deceptive accounting, etc.) continue to be uncovered and reported by the media, it seems necessary to move forward in this sphere, specifically in studying and understanding the antecedents of ethical behavior in organizations. In this sense, to date, little has been done to analyze the role that HRM plays, especially in relation to the influential power of HRM practices on promoting ethics and virtues among employees. Traditionally, most of the formal ethics programs have exclusively focused on using codes of ethics, bulletins, memos and similar explicit/ formal practices. However, the use of such mechanisms is commonly associated with window-dressing purposes, surely due to the pressures/ demands of societal institutions such as government agencies, the media and even trendsetting members of the business community (Weaver et al., 1999). Moral failure in companies is then a probable logical result (Sims & Brinkman, 2003) as these mechanisms might be easily decoupled from daily

Organizational activities (Weaver et al.1999). As such, ethics programs should not be focused exclusively on these mechanisms but should consider other organizational mechanisms through which employees truly perceive that ethics is taken seriously by top management. Human Resources (HR) practices can be those mechanisms since as gleaned from Buckley et al. (2001) and Weaver & Treviño (2001), both their content and the way they are developed are thought to be important instruments communicating the company's desired standards and values. This was also noticed by Greengard (1997), who stated that underlying organizational values and official statements should necessarily be perceptible during the recruitment process, employment interviews, orientation sessions and performance reviews in order to generate an organizational culture that truly emphasizes ethics. In sum, as the custodians of organizational values (Van Vuuren & Eiselen, 2006), HR departments seem to play a crucial role in promoting ethics, as every HRM practice/policy serve as a vehicle to transmit what is considered really important in the organization. Therefore, if those practices are handled inadequately (not considering ethics content in their development) this may cause either cynicism or distrust toward the policy that the organization seeks to carry out regarding the promotion of organizational ethics. As such, the importance attached to corporate ethics should not be obviated when designing the objectives and orientations of those practices if the goal is truly to promote ethics among employees. Even though the role and function of HRM encompasses a large number of practices (e.g., recruitment, selection, performance appraisals, compensation, punishment and reward systems, downsizing, etc.), in this study the attention was only paid on one of them, specifically the most widely studied by academicians: training (Ford & Richardson, 1994; O'Fallon & Butterfield, 2005) because although this practice is theoretically supposed to affect employees' ethics, in Spain its efficiency is somehow questioned (Stevens, 1999) and especially scarcely explored. Training initiatives and ethics to transmit and promote ethical behavior in organizations, the most commonly used instrument is a code of ethics, whose usefulness has received widespread support (Schwartz, 2001; Stevens, 2009).

However, a code of ethics is just the beginning of any real effort to promote organizational Pablo Ruiz & Ricardo Martinez 75 Human Resource Management and Ethical Behavior ethics (Trevino& Nelson, 2004). In particular, a firm must also establish a training program to transmit the code's content, since even though a code is aimed at establishing the actions which are

appropriate or inappropriate within the organization, if the reasons for such appropriateness are unclear the desired results of the code will be unattainable.

Nadler (1979), made a distinction between human resource utilization and human resource development. He state that human resource utilization covers traditional functions of personnel administrations, whereas human resource development includes mainly training, education and development. He further identifies three main roles for the human resource development managers with some sub roles.

Rao (1982) studied and assessed 45 organizations' HRD practices and observed that:

1. Performance appraisal system is for regulatory purpose mostly and less for HRD development;
2. Salary increment used as a reward mechanism,
3. Potential appraisal system is not well practiced, and

4. Training is well attended by employees. Keye (1984), studied relationship between performance appraisal and career development and shown that both performance appraisal and career development have potential for developing human resources; potential that can be increased by linked them together to meet the needs of the both individual employees and the organizations. Pereira (1985) studied Larsen and Tourbo's (L & T), human resource development system. L & T introduced an integrated human resource development system before 1985. He traced process and history of human resource development system (HADS) and changes in it.

Theory of employee's performance was under pinned and proposed by to Campbell (1993), According to Campbell (1993), he said theory stipulates that an individual's propensity to perform in a job depends on personal characteristics and communication potentials of that individual. Such personal characteristics include the level of training of an individual, experience, and the income level of the individual, Whereas Communication efficiency include clear channels of upward, down ward and horizontal communication of organizational policies, procedures and regulations.

If the level of training of relevance to the job in question is high then that individual will have high propensity to job performance. The higher the level of experience of an individual in a

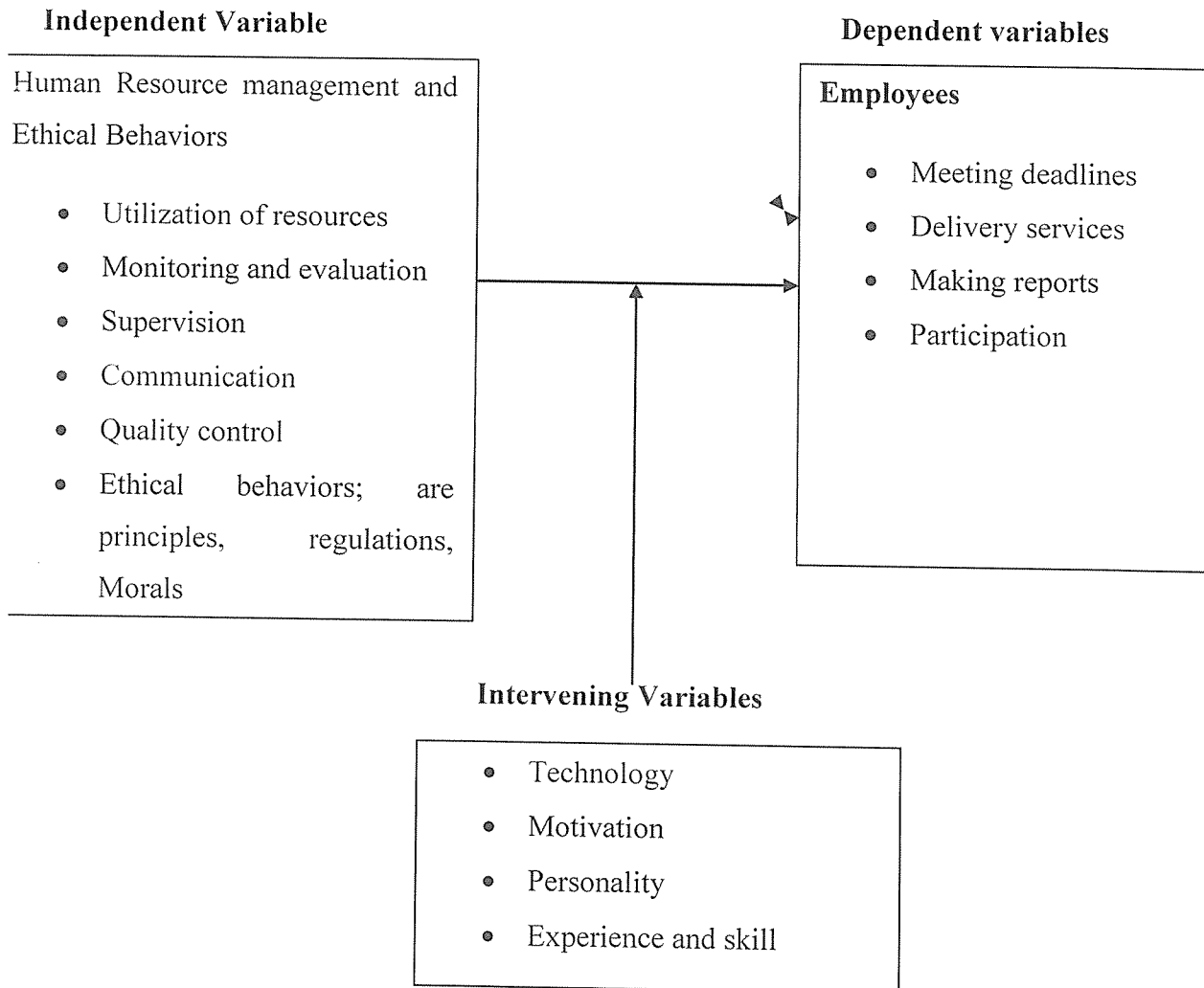
particular job, the higher the probability that the person's performance will be high. The higher the level of income of an individual, the higher the motivation and subsequently performance. The efficient the communication practices, both upward, downward and horizontal the higher the probability of high job performance. On the basis of that theory, this study proposes that communication tendencies and personal characteristics of individual employees of the factory could be related to their job performance namely declarative knowledge, procedural knowledge, and level of motivation.

McGregor's two-factor theory: According to him, theory X and theory Y is obviously a mirror from which everybody's behavior can be identified. It is an assumption about the human behavior. Theory X assumes that employee or employees at certain occasions feel attitudes and behaviors like, lazy to work, bear pale and negative attitudes, reactive, de-motivated, ill-treated, stubborn and harassed, ignored and not cared and respected hence the employees become a hindrance to organization and they are not creative and not innovative and these employees are a burden and they never substantially contribute to the organization. Theory Y deduces that employee or employees feel attitudes and behaviors like happier and satisfied, interesting to work, positive, proactive, friendly, cared, equally and well treated, fully motivated, highly respected hence these employees are a valuable asset and they are very creative and innovative and bring new things to organization. Understanding a man and his behavior and feelings is so laborious hence McGregor's two-factor theory was very helpful for identifying the needs and behavior of human resources. Truss et al specifying McGregor's viewpoints indicate a relationship between McGregor and later theories like 'hard' and 'soft' views and elaborates that McGregor has used these terms earlier. Walton describes McGregor's Theory X indicates the 'hard' version means control, while Y stands for soft view which means mutual commitment teamwork.

2.2 Conceptual frame work

Human Resource Management, Ethical Behavior in relation to performance of Employees.

Figure 2.1: Showing the conceptual framework



CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes the procedures that are followed when conducting the study. It involves the research design, population study, sample size, determination and selection, sampling techniques and procedures, data collection methods, data collection instruments, validity and reliability, data collection procedures, data analysis, measurement of variable, limitations and solutions to the study.

3.1 Research design

The proposed study took the quantitative approach/paradigm that was based on variables measured with numbers and analyzed with statistical procedures (Creswell, 2003). In particular, the study was a co relational, cross-sectional survey. It was co relational in that it is interested in relating three variables to one (Charles, 1995) the study was a survey in that it involved a large number of respondents (Best &Khan, 1993), and cross sectional in so far as pertinent data was collected from all respondents once and for all to reduce on time and costs involved (Creswell, 2003).

3.2 Target population

The study population was the managers and workers. The population of the study was included all employees of the factory of Kayonza tea, Kanungu district. Managers responded on the performance and they were from 4 heads of departments that was; human resource, production, marketing and engineering departments were targeted to give information on the performance of employees. The Factory has around 600 workers. The researcher did not only target managers but also workers 120 respondents were targeted in order to get accurate information and to find out the level of human resource management ethical behaviors and performance of employees.

3.3 Sample size

There were 120 respondents acted as a sample across the factory middle and low workers, plus four managers respective of their departments. Krejcie & Morgan (1970) table of sample size determination suggests a minimum sample size of 80. However, given that not all respondents returned the instruments given to them, it was proposed that in this study, all the 120 respondents in the accessible workers received questionnaires without discrimination. Thus the issue of sampling strategy did not arise.

3.4 Sampling strategy

Purposive sampling was used across the factory middle and low employees in the factory Kanungu District. . This is because the researcher wanted to have comprehensive information from a wide cross section of respondents who have relevant information on the role of performance of the workers.

3.5 Data collection method

Primary and secondary data collection methods will be used.

3.5.1Primary data collection method

The primary data was obtained from sample population by use of questionnaires, interviews with respondents from different departments and also observation was used.

3.5.2Secondary data collection method

The secondary data collection source involved reviewing publication, academic journals, academic reports, ministerial reports and the internet as well as other written sources.

3.6 Research instruments

The study used different research instruments such as questionnaire, interview guide and observation guide, in order to achieve the benefits of triangulation. Triangulation of research instruments used strategic by which the researcher collected data from different sources to test for truthfulness. Sound explanation of occurrence was achieved by the researcher. The researcher

identified, describe patterns and interpret their meaning as obtained through questionnaire, interview guide and observation guide.

An instrument is a specific mechanism or strategy which the researcher uses to collect, manipulate or interpret data (Wangusa, 2007). This study used a researcher's self-made or self-made or self-administered questionnaire.

Participant observation used with the aim of understanding social events relationship between Human Management, Ethical Behaviors and performance of Employees) .as settings in their occurrence. Therefore, data was accessed or observed from the position insiders.

Interviews included gathering data from description (Hammersley, 1990). The researchers and the respondents met face to face in their interaction as a means of assessing firsthand information of how people understand the meaning of their lives. The researcher took direction that led the discovery of any useful information, relying on probe questions. Conversation was used in a naturalistic and informal way to obtain data, looking at the relationship between Human Resource Management, Ethical Behaviors and Performance of Employees.

3.7Quality of collected data

This ensured the validity and reliability of the research instruments;

3.7.1 Validity

Validity is the extent to which research results can accurately be interpreted and generalized to other population. It is extent to which research instrument measure what they are intended to measure (Amin 2005). To establish validity, the instrument gave to two experts to evaluate the relevance of each item in the instrument to the objectives. The experts rated each item on the scale: very relevant, somehow relevant, not relevant so that the content validity index(CVI) is computed, according to Amin (2005), for the instrument to be accepted as valid, the average index will be 0.96, above 0.7.

3.7.2 Reliability

On the other hand, reliability refers to the ability of the instrument to obtain similar results at different times-the consistence of an instrument to measure what it is intended to measure (Amin, 2005). The reliability of the instruments on the mult-item variables was tested through pretest of the tools to find out if all the questions consistently convey the same meaning for all the respondents. Additionally, before the study was conducted, the researcher have vet that their research instruments through proof reading and editing with the supervisor for analysis to ensure their reliability and validity to meet the purpose of the study. A pilot study made in the factory of Kayonza tea Kanungu district to establish rapport before the actual study. Adjustments and amendments in the questionnaire are made accordingly after this preliminary process. The questionnaire was developed basing on the problem statement, purpose and objectives of the study, which was further pre-tested before the final study.

Additionally, reliability estimates the consistency of the measurement (Amin, 2005). The reliability test involves “a test and retest” exercise. This means the instruments was subjected to representative sample. The instrument was piloted on the employees not included in the study. The sample was modified to improve their reliability coefficients to at least 0.84, which is well above 0.70. Items with reliability coefficients of at least 0.70 are accepted as reliable in research Amin, (2005).

3.8 Data gathering procedures

Before the administration of the questionnaires, an introduction letter from the undergraduate studies to solicit approval to conduct the study from respective heads of departments (managers) Kayonza Growers Tea Factory. When approved, the researcher secured a list of the qualified respondents from the factory authorities in charge and determined the sample size. The respondents were informed about the study and are requested to sign the informed consent form. With the aid of a research assistant, the researcher proceeded to distribute the questionnaire as well as briefing and orient respondents in order to be consistent in administering the questionnaire.

During the administration of the questionnaires, the respondents were requested to answer completely and not to leave any part of the questionnaires unanswered. The researcher and

assistants emphasized to retrieval of the questionnaires within five days from the date of distribution. On retrieval, all returned questionnaires to be checked for comprehensive answering. After the administration of the questionnaires, the data gathered was collated, encoded into the computer and statistically treated using the statistical package for social sciences.

3.9 Data analysis

The data filled in the questionnaire was copied and analyzed by tallying it and tabling it in frequency tables identifying how often certain responses occurred and later evaluation was done. The information was later recorded in terms of percentages. The recorded data was edited and interpreted which ensured uniformity, legibility and consistence. Also, interview results were coded on frequency tables and be calculated in terms of percentages and presented in this study.

3.10 Ethical consideration

The researcher obtained consent from all respondents, with extreme respect, professionalism and confidentiality while handling the respondents. Specifically, all participants were asked to offer informed consent

Assurance gave that information gathered during the research process remained confidential and was used for the designated research and academic purposes only

Issues relating to full decisions of proper identified like names were based on consent, where the researcher assured anonymity and confidentiality of such disclosure. Additionally participation was based on voluntary basis and the benefits of the study was clearly explained all willing participants.

3.11 Limitation of the study

In view of the following threats to validity, the researcher assumed an allowable 5% margin of error at

0.05 level of significance. Measures also indicated in order to minimize if not to eradicate the threats to the validity of the findings of the study. The sample affected the generalization of the findings. This is because the study was carried out in a small area and only few a selected

respondents which may limit the generalizability of the findings. However, by ensuring validity and reliability of the research instruments, the researcher ensured that the findings are not only valid but also reliable. Besides, primary data findings were augmented with findings from secondary data sources such as documentary review and practical observation results. These were crosschecked and compared with primary data findings to ensure clarity and reliability.

Extraneous variables were beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study may also affect the study findings.

The issue of attrition or mortality also cropped up; not all questionnaires were answered due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal or withdrawal to participate.

CHAPTER FOUR:

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter presents data, analysis and interpretation of the findings. In this chapter the researcher presents a tabulated data and calculations collected from the study analysis of data so as to draw conclusion and recommendation. The data was collected from 4 departments of the factory that is Human Resource, Production, Engineering and Marketing Departments and workers who were constituted the performance and sample population of this study. The presentation answered the following research question;

- (i) What is the relationship between Human Resource Management, Ethical Behaviors and Performance of Employees?
- (ii) What is the level of Performance of Employees on productivity of the Factory of Kayonza Growers Tea?
- (iii) What should be done in order for employees to increase on productivity of the factory?

4.1 Demographic information

4.1.1 Gender composition

The study obtained gender composition of the respondents and the findings were presented as follows.

The table below shows summary of respondents by gender.

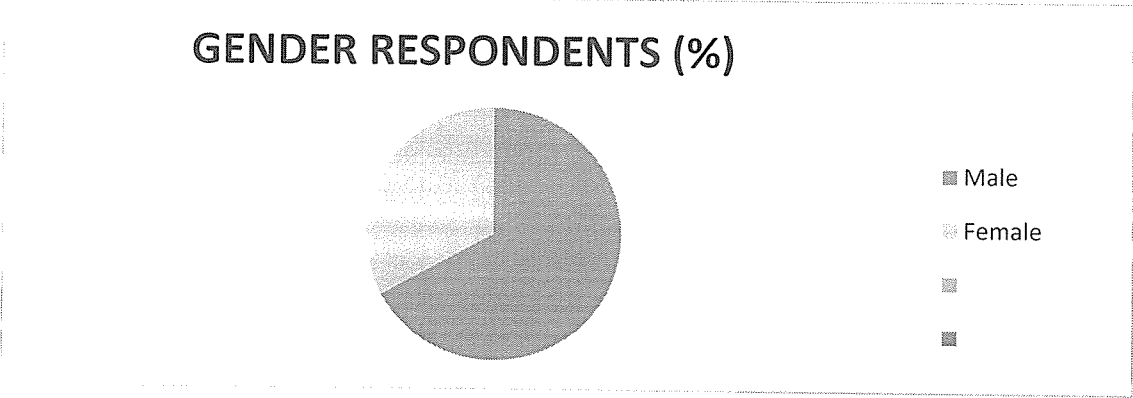
Table 4.1: shows summary of respondents by gender.

	Frequency	Percentage (%)
Male	80	67
Female	40	33
Total	120	100

Source: Primary Data 2019

According to table above 80 (67%) respondents were males while 40 (33%) respondents were females. This meant that majority respondents who took part in the study were males. However, all respondents provided relevant information for the study.

Figure 4.1: Gender of respondents



Source: Primary Data 2019

According to pie chart above 80 (67%) respondents were males while 40 (33%) respondents were females. This meant that majority respondents who took part in the study were males. However, all respondents were provided relevant information for the study.

4.1.2 Level of education

On the level of education of the elders, the findings were presented as hereunder.

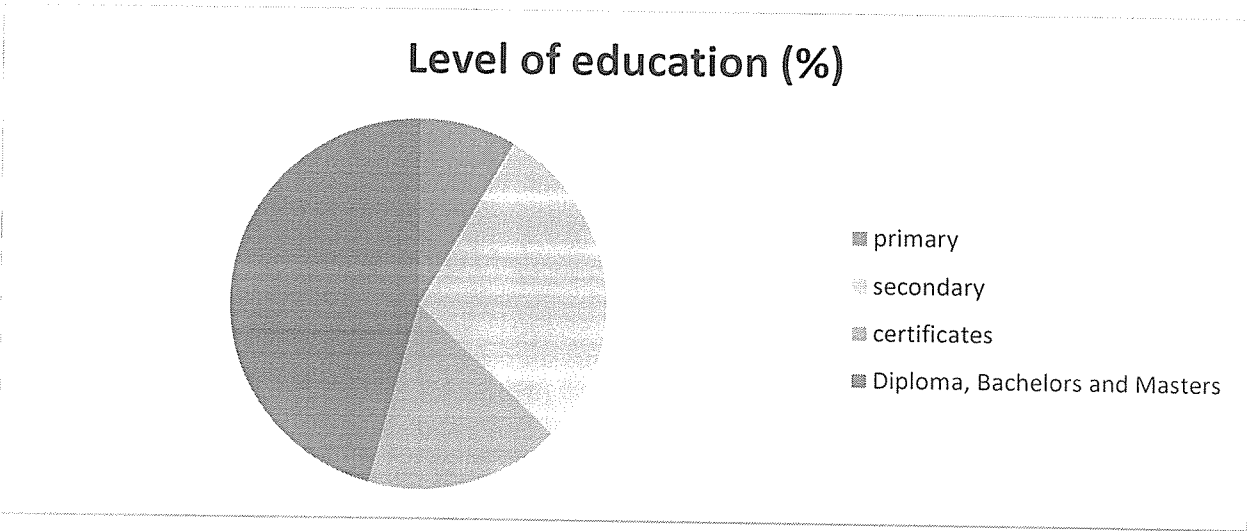
Table 4.2: showing highest level of education attained

	Frequency	Percentage (%)
Primary	10	8.3
Secondary	35	29.1
Certificates	20	17
Diploma, Bachelors and Masters.	55	46
Total	120	100

Source: Primary Data 2019

It was also observed in the table above, 10(8.3%) of the respondents stated that they had stopped in primary education, then 35(29.1%) had stopped in secondary school, 20(17%) had certificates of different fields, while the majority had diploma, bachelors and masters which can help them to play a good role of the facto

Figure 4.2: Showing Level of Education



Source: Primary Data 2019

It was also observed in the pie chart observed that, 10(8.3%) of the respondents stated that they had stopped in primary education, then 35(29.1%) had stopped in secondary school, 20(17%) had certificates of different fields, while the majority had diploma, bachelors and masters which can help them to play a good role of the factory.

4.2 The relationship between Human Resource Management, Ethical Behavior and Employees Performance

Research question one: what is the relationship between Human Resource Management, Ethical Behavior and Employees Performance?

This research question was asked to Managers to find out the level of Relationship between Management and Employees, and if there are any disagreements, misunderstanding, demotivation and others. Heads of departments (managers) and respondents gave us qualitative

through interviews with the researcher on this research question, and the findings were presented below.

The table of Head of Departments (Managers) responses on level of Relationship between Human Resource Management, Ethical Behaviors and Performance of Employees in the Factory of Kayonza Growers Tea, Kanungu District.

Table 4.3: Showing the response on the relationship between Human Resource Management, Ethical Behavior and Employees Performance

Item on indicators of level of relationship Between Human Resource Management, Ethical Behavior and Employees' Performance	Response	Percentage	Total
Employees participate in all activities of the factory	Strongly agree	32	55
	Agree	23	
	Disagree	26	45
	Strongly disagree	19	
Employees work as a team in order to achieve goals of the factory	Strongly agree	37	59
	Agree	22	
	Disagree	19	41
	Strongly disagree	22	
Workers are highly motivated	Strongly agree	82	98
	Agree	16	
	Disagree	01	02
	Strongly disagree	01	
There is a good communication between workers and management	Strongly disagree	75	96
	Agree	21	
	Disagree	04	04
	Strongly disagree	00	
Does the organization give you fringe benefits?	Strongly agree	65	83
	Agree	18	

	Disagree	14	17
	Strongly disagree	03	
There is high level of experience and skills among the workers of the factory	Strongly agree	63	83
	Agree	20	
	Disagree	16	17
	Strongly disagree	01	
Workers always attend training, seminars, and workshops.	Strongly disagree	38	63
	Agree	15	
	Disagree	31	47
	Strongly disagree	16	
Employees are included in decision making?	Strongly agree	22	
	Agree	17	
	Disagree	29	61
	Strongly disagree		32

Source: Primary Data 2019

In the table above, when the managers were first asked whether employees often participate in the activities of the factory, it was found out that 55% agreed while 45% disagreed. This implied that employees participate in all activities of the Factory of Kayonza. However, not all workers participate in activities of the organization. That is according to the study got.

The managers were also asked whether employees work as team to achieve goals of the Factory, it was found out that 59% agreed while 41% disagreed. This implied that the employees work as a team to achieve goals of the factory.

The managers were further asked whether workers are motivated, it was found out that 98% agreed while 02% disagreed. Again the managers were also asked whether there is good communication between managers and employees, it was also found out that 96% agreed while 4% disagreed. This was interpreted that there is good communication between managers and workers.

The workers were asked whether the organization gives them fringe benefits, it was found out that 83% agreed while 17% disagreed. This means that, the Factory gives them fringe benefits.

Managers were asked whether the workers are skilled and experienced; it was also found out that 83% agreed while 17% disagreed. This implied that workers are experienced and skilled.

The study further asked the managers to state whether workers attend training, worker shop. Seminars and others, it was found out that 63% agreed while 47% disagreed. This meant that at least workers attend training, work shop, seminars and others.

The workers were lastly asked whether the organization include them in decision making, it was found that 39% agreed while 61% disagreed. This meant that workers are not so much included in the decision making.

Data qualitative interviews with Factory administrators was also obtained and summarized as follow;

Most employees are not flexible especially when it comes to time to change some positions. It becomes hard for them to adapt it, another one is some of them have no skills of computer yet very many activities of the factory are worked on computers such as entering kilograms of farmers in the systems, Hence a challenge. However, these challenges will be slowly worked on through training them, seminars and workshops.

In addition to that Factory also faces challenges of;

Poor means of transport, Kayonza Growers Tea Factory is located in Kanungu district where there are only tarmac roads yet Factory has internal and external markets, hence affects output of the factory.

The factory faces a problem of inconsistent markets because Kayonza has a small market here in Uganda large market is outside the countries such as china, south and north Korea, Iraq, Israel and these countries peace is not consistent hence a challenge.

Another challenge is competition with other factories for example in Kanungu so far there are now three factories such as Rugyeyo Tea factory , Kinkiizi development company, Donati factory all in kanungu, then in Bushenyi factories like mpanga factory, Mabare and Igara, others in Kenya and DR Congo all compete with Kayonza for market.

4.3. The level of performance of employees of the Kayonza Growers Tea Factory

Research question two: what is the level of performance of employees of the Kayonza Growers Tea Factory?

Table 4.4: showing response on the level of performance of employees of the Kayonza Growers Tea Factory

Item indicators of the level of Performance of employees On the productivity of the Factory.	Response	Frequency	Percentage	Total
The workers come in time	strongly agree	29	26	57
	Agree	35	31	
	Disagree	23	20	43
	Strongly disagree	26	23	
The workers use little resources Available effectively and Efficiently to achieve goals And objectives of the Factory	Strongly agree	21	19	53
	Agree	38	34	
	Disagree	29	25	47
	Strongly Disagree	25	22	
Self belongingness to the Workers	Strongly agree	46	41	64
	Agree	26	23	
	Disagree	25	22	36
	Strongly disagree	16	14	

Source: Primary Data 2019

The table above shows that 57% of managers were agreed that workers come in time while 43% disagreed. This meant that workers report early at work place to play their duties.

Another 53% of managers agreed while 47% disagreed. It also meant that workers use little available resources effectively and efficiently to achieve goals and objectives of the Factory.

Also, 64% agreed while only 36% disagreed that workers are self-belongingness. This implied that workers work without supervision.

Research Question three: What should be done in order employees to improve on productivity of the factory?

This question was asked to both managers and workers to find out ways put in place in order to improve on productivity of the factory. The managers and workers provided qualitative information through interviews with researcher on this research question, and the findings were presented as follows.

Managers and workers' responses on what should be done to improve on the productivity of the factory

Both workers and employees discussed about using of effective communication, they agreed on using of effective communication, because it helps both workers and managers to identify all problems in the factory and looks at level of relationship of the workers hence, increases on productivity of the factory.

Another point was, by training of workers, both managers and workers agreed to train employees. It was found out that when workers are trained, it helps organization to improve on productivity, high quality of the product hence good services.

By motivating of workers, both workers and managers agreed to motivate employees through salary increments, allowances, bonuses, the above points can help to increase on productivity of the factory

There also looked at supervising of the workers in order to play their responsibilities, it was found out that when employees are not supervised, they cannot supervise themselves, therefore, the point was to supervise employees in order to get what is expected from them, hence increases productivity of the factory.

Demanding accountability from employees, this is being accountable, answerable for the worker done. Both workers discussed about demanding accountability from employees, it helps them to fulfill their promises, workers will make sure that, they have put more effort because organization wants to demand accountability from them hence, high productivity.

Both workers and employees came up with a point of performance appraisal, this is assessing the performance of employees, because it helps to know who is performing than other than, it also helps to know who is to be promoted or demoted, when workers are aware that organization is using this method, all workers will worker hard to get the promotions

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a discussion of the findings, conclusions and recommendations made by the study and were all done in line with the study objectives.

5.1 Discussion

In this section the researcher presents a discussion of findings in line with the research objectives.

5.1.1 Relationship between Human Resource Management and Ethical Behavior on Employees' Performance in selected Factory of Kayonza Tea, Kanungu District.

The study found out that relationship was frequently used method by managers of employees in the Factory. The study found out that most of the managers in the factory were not accustomed to using effective communication while passing out information, something which affected performance of employees.

The findings also agreed with the problem Factory faces most likely competition for market because the study found out that in Kanungu there are three factories namely; Rugyeyo, Kinkiizi Development Company and Donati factory, others in Bushenyi while Kenya and DR Congo also are tea producers hence becomes a big headache to Kayonza tea factory.

Still on challenges, the findings agreed that Kayonza is a good factory but located in remote area where roads are so bad that connect it to the market. Mostly the road from the Factory Butogota-Nengo to Rukungiri, that road is so bad especially rainy seasons. Factory has small market here in Uganda larger market is outside country.

5.1.2 Level of performance of Employees of the Factory

From the findings in chapter four, one can establish that the use of interviewing method in the study area. The method however, has been affected by a number of shortcomings and these are;

Lack of instructional materials, which can however be solved by improvising such materials by the managers.

Still on the performance Employees, the study found out that workers who work in engineering department earn little salaries yet they perform heavy tasks for example carrying bags of tea from Lorries taking them to the rolling machines. However this one being solved where workers are paid in hours, shifts and days one has spent working in the department.

Study found out that, employees have little say about decision making, planning, participation and they cannot demand accountability. It is only done by directors of the Factory to plan, decide and all profits of the factory taken by directors hence it does not motivates workers who play very many roles to meet goals of the Factory.

5.1.3 What should be done in order employees to increase on productivity of the factory?

Both workers and employees discussed about using of effective communication, they agreed on using of effective communication, because it helps both workers and managers to identify all problems in the factory and looks at level of relationship of the workers hence, increases on productivity of the factory.

Another point was, by training of workers, both managers and workers agreed to train employees. It was found out that when workers are trained, it helps organization to improve on productivity, high quality of the product hence good services.

By motivating of workers, both workers and managers agreed to motivate employees through salary increments, allowances, bonuses, the above points can help to increase on productivity of the factory

There also looked at supervising of the workers in order to play their responsibilities, it was found out that when employees are not supervised, they cannot supervise themselves,

therefore, the point was to supervise employees in order to get what is expected from them, hence increases productivity of the factory.

Demanding accountability from employees, this is being accountable, answerable for the worker done. Both workers discussed about demanding accountability from employees, it helps them to fulfill their promises, workers will make sure that, they have put more effort because organization wants to demand accountability from them hence, high productivity.

Both workers and employees came up with a point of performance appraisal, this is assessing the performance of employees, because it helps to know who is performing than other than, it also helps to know who is to be promoted or demoted, when workers are aware that organization is using this method, all workers will worker hard to get the promotions.

5.2 Conclusion

The study concluded that the workers work as a team, while they are at work place in the factory for example activities are well given to them, each of them contributes to the development of the organization.

The study concluded that employees participate in all activities of the factory for example decision making get involved by managers and workers especially directors who come up with decision making hence.

The study concluded that workers have to be allowed to participate in all activities of the factory. Such as decision making so that they can have a sense of belongingness.

The study concluded that workers most of the time do not attend seminars, work shop and training. Therefore the management has to work on this problem. Yet, they are important to workers, they help them to acquire new skills, new friends and love.

On the relationship between human resource management, ethical behavior and performance of employees, the study concluded that there is significant relationship between managers and workers in the factory of Kayonza.

5.3 Recommendations

- (i) Government should construct roads connecting the Factory to the market, road from Kayonza Factory Kanungu-Nengo to Rukungiri is so bad yet Government gets revenue from this factory, When this road is constructed it can reduce on costs of the factory.
- (ii) Looking at the challenge of competition, emphasize goes on factory to train all farmers on how to harvest quality tea which can meet international market. Recently Kayonza won an award of Uganda for producing quality tea because of using Hazard Analysis Critical Control Point (HACCP).
- (iii) There is a need of improving on relationship between management and Employees; study found out that there is lack of cooperation, poor motivation, and poor training. These problems have to be solved for the high productivity of the Factory.
- (iv) Another issue is, the Factory management has to make more and more research about competing for other factories such as bench making, advocating and net working with other big organizations to get new ideas which can innovate and create profits of the factory.
- (v) The researcher found out that employees should be open to their managers in case of any problems these problems can be conflicts, arguments, criticism in order to solve these problems together. This one will help both managers and employees, and the factory at large, because it will give satisfaction every member of the factory

5.4 Areas for further research

The researcher suggests that the following areas should be further investigated in the area of Human Resource Management, Ethical Behaviors and Performance of Employees;

Communication, motivation and performance of employees.

Effects of training of workers on the performance of employees

REFERENCES

- Academy of Management Executive (1987): Gomez-Mejia, L.R. and Balking, D.B. Compensation, organizational strategy and firm performance. Cincinnati
- Academy of Management Journal (1995), Thomson, J.D. Organization in action. Maidenhead: Administration/Human Resource Management (PA/HRM).’ *Journal of Management*.
- Asian Business and Management (2004), shift towards American-style Human resource management systems and the transformation of workers' attitudes at Japanese firms".
- Asian Business and Management (2005), Modern, Y. Toyota production system. Norcross: Industrial Engineering and management press,
- Aston program Hi. West mead: Saxon House, 1977, Mintzberg, H. the structuring of organizations. London: Prentice-Hall, 1979 Armstrong, Michael A handbook of human resource management practice.
- Baker et al., 2006; Valentine et al., 2006; Ruiz et al., 2010) but also by higher satisfaction indexes of important external stakeholders such as clients (Torralba & Palazzi, 2010). In sum, ethics can be considered an asset for business
- BEER, m., SPECTER, b., LAWRENCE, p., QUINN MILLS, d., and WALTON, (1984). *Managing Human Assets*. New York. BOYER, E. (1997). *Scholarship Reconsidered: Priorities of the Professoriate*. San Francisco: Jossey-Bass.
- BREWSTER, c. (1999). ‘Different Paradigms in Strategic HRM: Questions Raised by Comparative Research.’ In P. Wright, L. Dyer, J. Boudreau, and G. Milkovich (eds.), *Research in Personnel and Human Resource Management*, Supplement 4: *Strategic Human Resources Management in the Twenty-First Century*. Stamford, Conn.: JAI Press.
- DELERY, J., and DOTY, D. (1996). ‘Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency, and Configurational

Performance Predictions.' *Academy of Management Journal*, 39/4: 802–35. Find this resource Harvard Business Review (1985), Mitchell, T.R. People in organizations: understanding their behaviour. New York:

DYER, L. (1984). 'Studying Human Resource Strategy.' *Industrial Relations*.

Educational, 1997. Taylor, F.W. Principles of scientific management.

EDWARDS, P. (1990). 'Understanding Conflict in the Labor Process: The Logic and Autonomy of Struggle.' In D. Knights and H. Willmott (eds.), *Labor Process Theory*. London: Macmillan.

Ethical behaviors are set of moral, rules, regulations put in place to be followed by employees in order to achieve goals and objectives of the organization
https://en.m.wikipedia.org/wiki/Human_Resources

EVANS, P. (1986). 'The Strategic Outcomes of Human Resource Management.' *Human Resource Management*.

GUEST, D. E. (1999). 'Human Resource Management: The Workers' Verdict.' *Human Resource Management Journal*.

Harris, H. (eds.) (1999). *International Human Resource Management: Contemporary Issues in Europe*. London: Routledge

HARZING, A.-W., and VAN RUYSEVELDT, J. (eds.) (2004). *International Human Resource Management*.

Heery Edmund and Noon Mike A dictionary of human resources management, Oxford: Oxford University Press. 2001.

HESKETT, J. L., SASSER, W. E., and SCHLESINGER, L. A. (1997). *The Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction and Value*. New York: Free Press.

Human Relations (1999), Truss, C. "Soft and hard models of HRM." in Strategic human resource management edited by L. Gratton et al., Oxford:

- Industrial and Labor Relations Review (1995) room, V.H. Work and motivation. New York
- John Wiley and Sons, 1959. Weber, Max, From Max Weber, edited by H.H. Gerth and C.W. Mills, Oxford: Oxford University Press,
- John Wiley, 1964. Lawler, E.E. Motivation in the work organizations. London:
- John Wiley, 1976. Pudelko, Markus "HRM in Japanese and West: What are the lessons to be learnt from each other
- Journal of Management Issues (1991), Haire, M. ed. Modern organization theory. New York:
- Journal of Management Studies (1997), Walton, R.F. "From control to commitment in the workplace".
- LEES, S. (1997). 'HRM and the Legitimacy Market.' *International Journal of Human Resource Management*.
- LEGGE K. (1978). *Power, Innovation, and Problem-Solving in Personnel Management*. London:
- Lehman Brothers (Nocera, 2009), and directly or indirectly put pressure on the financial system worldwide, including Spain
- Lewis, W.W. "The CEO and corporate strategy in the eighties: back to basics". Interfaces, 1984, Mayo, E. Human problems of an industrial civilization. London: Macmillan,
- London. George Brazilliar, 1968. D. and Kahn, R. The social psychology of organizations. New York:
- Maslow, A. Motivation and personality. London: Harper and Row, 1954. Maund, Linda Understanding people and organizations: an introduction to organizational behavior. Cheltenham: Stanley
- McGraw (2005). 'Human Resource Management.' In S. Ackroyd, R. Batt, P. Thompson, and P. Tolbert (eds.), *Oxford University Press Handbook of Work and Organization*. Oxford: Oxford University.

- McGraw-Hill, 1967. Delery and Doty, op.cit Schuler, R.S. and Jackson, S.E. "Linking competitive strategies with human resource management practices".
- McGraw-Hill, 1975. Herzberg, F.W. Mausner, B. and Synderman, B. The motivation to work. New York
- McGraw-Hill, 1975. Peterson, Peter B. The evolution of the Gantt chart and its relevance today.
- McGraw-Hill, 1978. Von Bertalanffy, Ludwig General system theory. New York:
- McGregor, D. The human side of enterprise. New York: McGraw Hill, 1960. Miles, R.E. Theories of management. New York:
- New York: Harper, 1911. Fayol, H. General and industrial management. London: Pitman,
- Oxford University Press, 1965. Pugh, D.S. and Hickson, D.J. Organizational structure in its context: the Aston program, West mead: Saxon House
- Oxford University Press, 1997. Legge, K. "Human resource management: a critical analysis." in New perspectives in human resource management edited by J. Storey, London:
- P. (1996). 'The Strategic HRM Debate and the Resource-Based View of the Firm.' *Human Resource Management Journal*.
- Pereira (1985) studied Larsen and Tourbo's (L & T), human resource development system.
- Personnel Review (1996), Cole, G.A. Personnel Management 4th ed. London:
- Press. (1998). *The Human Equation: Building Profits by Putting People First*. Boston: Harvard Business School Press.
- Purcell, J. (2003). *Strategy and Human Resource Management*. New York: Palgrave Macmillan.
- Purcell, J. et al. Understanding the people and performance link: unlocking the black box. London: CIPD, 2003.
- Routledge, 1989. Legge, K. "The morality of HRM." In experiencing human resource management edited by C.Mabey,

Saxon House, 1976, Pugh, D.S. and Payne, R.L. Organization structure in its context: London: Kogan, 1999. Delery and Doty, op.cit. Arthur, J.B. "Effect of human resource systems on manufacturing performance and turnover".

Society for Human Resource Management Official Site <https://www.shrm.org> DOWLING, P. J., and WELCH, D. E. (2004). *International Human Resource Management: Managing People in a Multinational Context*. London: Thomson

Southwestern Publishing, 1992. Woodward, J. Industrial organization: theory and practice. Oxford University

Steenneveld, M. (1999). 'Human Resource Strategy and Competitive Advantage: A Longitudinal Study of Engineering Consultancies.' *Journal of Management Studies*.

Taylor, (1856-1915)' the father of scientific management, introduced several management principles.

Thomes, 1999. Argyris, C. Personality and organization. New York: Harper and Row, Herzberg, F. Work and nature of man. New York: World Publishing,

Treviño & Nelson, (2004). Mechanisms implemented in business organizations, moral abuses continue to happen (e.g., Banesto, Arthur Andersen, Enron, Worldcom, Health South Corp.

Treviño (2001) values (Van Vuuren & Eiselen, 2006), HR departments seem to play a crucial role in promoting ethics

Urick L.F. Dynamic administration. London: Pitman, 1947. Hicks H.G. and GuUett, C. Ray Organization theory and behaviour. New York

Valentine et al., 2006; Baker et al., 2006; Institute of Business Ethics.

Wiley, 1959. Lee, James A. The gold and garbage in management theories. Athens: Ohio University Press, 1980. Truss, C. et al. Soft and hard models of human resource management: a reappraisal".

Winstanley, D. and Stuart-Smith, K. "Policing performance: the ethics of performance management".

APPENDICES

Appendix I: Self-Administered Questionnaire for Managers

Dear respondents,

I am a student of Kampala International University. I am undertaking a Research on **Human Resource Management, Ethical Behavior and Employees' Performance on Kayonza Growers Tea Factory in Kanungu district**. As a partial fulfillment of the requirements for the Bachelor of Public Administration. You are requested to provide appropriate responses to the questions represented to you. The responses will be used for research purposes only, and your identity kept confidential. Kindly provide the most appropriate information as indicated in the questionnaire, and please do not leave any item unanswered. Any data from you shall be for academic purposes only, and will be kept with utmost confidentiality.

May I retrieve this questionnaire in one week after you have received it? I thank you for your positive response and cooperation.

.....

Turinabwe Saul

Researcher

Section A: Background characteristics

Please tick where applicable

AI: initials (optional).....

AII: sex

- (i) Male ☐
- (ii) Female ☐

AIII: Level of education

- (i) Primary ☐

- (ii) Secondary ☐
- (iii) Certificate ☐
- (iv) Diploma ☐
- (v) Bachelors ☐
- (vi) masters ☐

AIV: Are you trained to work in the factory?

- (i) Yes ☐
- (ii) No ☐

Section B: The independent variable-level of relationship

Item on indicators of level of relationship between human resource management, ethical behavior and performance of employees.	Strongly Agree (1)	Agree (1)	Disagree (3)	Strongly Disagree (4)
BI: Your employees always participate in all activities of the Factory				
B2: Your employees work as a team in order to achieve goals and objectives of the Factory				
B3: Your workers are highly motivated By the factory				
B4: Your employees have good communication between managers and them				
B5: Is there any fringe benefits for the employees				
B6: Most employees are experience and skilled to achieve goals of the				

organization				
B7: Your employees always attend training, seminars workshop after period of time				
B8: Your workers are involved in decision making				

Section C: Level of performance of Employees on the productivity of the factory

Item on level of performance of employees on the productivity of the Factory.	Strongly Agree (1)	Agree (1)	Disagree (3)	Strongly Disagree (4)
C1: Your workers come in time to play their roles and responsibilities				
C2: Your employees use little available resources to effectively and efficiently to achieve goals and objectives of the Factory				
C3: There is self belongingness among the employees.				

Appendix II: Interview Guide for the Managers

1. Who funds the Factory to produce quality tea?
2. Do you have protective gears such as gum boots, masks, gloves, jackets to protect workers when they are at work place?
3. What challenges do you find in managing of employees in the factory of Kayonza?
4. What do you specifically emphasize on the performance of employees?
5. Are the employees allowed in decision making?
6. Do you provide materials to the employees such as cars, tea bags, spring balances, transports, to carry tea from fields to the factory?
7. How does motivation help employees to meet their expected activities?
8. What challenges do you find in providing services to the employees?
9. How does ethical behavior enhance performance of employees?
10. What should be done to enhance good relationship between employees and workers?
11. Are the employees allowed to participate to all activities of the factory?
12. Are there any gender differences in males and females?

Appendix III: Document Review

Documentary research is the use of outside sources, documents, to support the viewpoint or argument of an academic work. The process of documentary research often involves some or all of conceptualizing, using and assessing documents. The analysis of the documents in documentary research would be either quantitative or qualitative analysis (or both)” The key issues surrounding types of documents and our ability to use them as reliable sources of evidence on the social world must be considered by all who use documents in their research.

Appendix IV: Budget Estimate

S/NO	ITEM	QUANTITY	UNIT COST	TOTAL COST
1	Laptop	1	700,000	700,000
2	Internet modern			
3	Field transport	30 days	20,000	600,000
4	Transport to and from university	8	10,000	80,000
5	Stationary, printing and photocopying and binding	7	250,00	175,000
6	Internet	3	50,000	150,000
7	Field meals and refreshments	25 days	70,00	175,000
Total				1,580,000

Appendix V: Time Frame/work plan of Research

Activity	Period in months					
	May 2019	May 2019	June 2019	June 2019	June 2019	July2019
Proposal writing	•					
1 st reading by the supervisor		•				
2rd reading by the supervisor			•			
3 rd reading with the supervisor				•		
Data entry and submission					•	

Appendix VI: Introductory Letter



**COLLEGE OF HUMANITIES AND SOCIAL SCIENCES
DEPARTMENT OF POLITICAL AND ADMINISTRATIVE STUDIES**

July 1, 2019

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: INTRODUCTION LETTER FOR TURINABWE SAUL
REG NO. 1163-06404-06855

The above mentioned candidate is a bonafide student of Kampala International University pursuing a Bachelor's Degree in Public Administration.

He is currently conducting a field research for his dissertation entitled, **"HUMAN RESOURCE MANAGEMENT, ETHICAL BEHAVIOR AND EMPLOYEES' PERFORMANCE IN KAYONZA TEA FACTORY IN KANUNGU DISTRICT, UGANDA."**

Your organisation has been identified as a valuable source of information pertaining to his Research Project. The purpose of this letter then is to request you to accept and avail him with the pertinent information he may need.

Any data shared with him will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours faithfully,

Gerald Muzaare
HOD, Political and Administrative Studies

