

**JOB SECURITY AND EMPLOYEE PERFORMANCE IN A SELECTED FUNDED
LOCAL NGO, RWANDA: The case of A.E.E Rwanda**

A Thesis

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**In Partial Fulfillment of the Requirements for the Degree in
Master of Business Administration**

By:

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DECLARATION A

"This thesis is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning".

LEONCE TWABIRUMUKIZA

Name and Signature of Candidate

A handwritten signature in blue ink, enclosed within a hand-drawn oval. The signature appears to be 'Leonce Twabirumukiza' written in a stylized, cursive manner.

Date

12th November 2014

DECLARATION B

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

Malinga Ramadhan (Ph.D)
Name and Signature of Supervisor 

Date 12/11/2014

DEDICATIONS

To Almighty God who guided me from birth up to now;

To my darling;

To my organization;

To my friends;

I dedicate this research study.

ACKNOWLEDGEMENTS

This research is the result of combined efforts from a number of people whom I wish to express my gratitude.

First of all, I would like to express my heartfelt gratitude to Dr Malinga Ramadhan as my Supervisor, whose advices and comments have been of great importance towards the completion of this work. I am very grateful to him to have been available whenever I needed his help.

Secondly, my heartfelt gratitude goes to the NGO I work for, for accepting my absence during the whole time of face to face sessions.

Thirdly, I would like to express my thanks to all Kampala International University (KIU) postgraduate lecturers, especially those who thought me various courses in Masters of Business Administration (MBA).

Finally, my thanks go to my friends and respondents for the moral support and help they offered to me.

ABSTRACT

As purpose, this thesis explores what extent the employees in local NGOs (Non-Governmental Organizations) are secured and the impact of this security on their performance in their organization. In addition, this research generated and validated new information that will serve more to improve employees' job security and employees performance in Rwandese local NGOs. The objectives were to determine the level of job security in the selected Rwandese local NGO, examine if the selected local NGO apply employees' performance improvement techniques in Rwanda, determine the level of employees' performance in the selected Rwandese local NGO and to establish the significant relationship between the job security and employee performance in the selected NGO in Rwanda.

Concerning the research design, the aim of the study was to find out how two variables (job security and employees performance) relate or differ. That is why a descriptive survey design especially descriptive comparative and descriptive correlation strategies have been used. The targeted group was 132 technical/ field employees. This study employed descriptive, comparative, correlational and quantitative research design. A researcher devised questionnaire, was used to collect primary data from a sample of 114 respondents derived from a population of 132 technical/field employees, using a purposive sampling procedure.

Generally, the finding have given out the details about either the job security or the employees performance in the selected NGO so that you can refer on them to diagnose clearly the problem and decide what next step. This security has a great impact on performance as they both move in the same direction. As a conclusion on this topic, it is better to valorize the manpower and ensure the job security for raising the employees performance. That is why as recommendation; the employees has to complain for their rights. Their superiors have to valorize them by fulfilling their attributions and satisfy their needs to help them improve their performance.

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CHAPTER ONE

THE PROBLEM AND ITS SCOPE

1.0. Introduction

1.1. Background of the study

1.1.1. Historical background of the study

Globally, it is well generalized that the job security and employees performance, as they move in the same direction, stand on a high level. This assertion is justified by many researchers for a long time up to now, who refer on various achievements performed by Non Governmental Organizations (NGOs). Either local or international, those organizations support the vulnerable communities on the average of at least seventy percent (70%) while the remaining contribution comes from the side of the governments. The employees job security and performance are validated up to ninety seven (97%). That is to say that any employees in a certain NGO has 97% of chance for not becoming jobless and performing well as supported by the organization. The remaining 3% stands for a employees malpractice, bad behavior or a willing to shift (Conway, 2005).

Concerning Africa, the contribution of NGOs to this continent plays a very high importance to the communities development. This land is normally known as the owner of all troubles for example extreme poverty, hunger, wars, diseases, pandemics, illiteracy, etc. For this reason, many NGOs come in Africa to deal with those challenges. In addition, other NGOs are born in Africa and request functioning funds from international organizations. All those NGOs employ people who become the employees. For the international NGOs that operate in Africa, the job security and performance for the employees are very high, up to (95%). At this level, they are very close to the global average (Rousseau,1996).

For a fast implementation and capacity building, the international NGOs involve local ones. However, the employees job security and performance are low because

various factors. For instance, these organizations as local, they live on donors funds who are international NGOs and healthy individuals or institutions. The provided funds are most of the time for a short period. In addition, some managers misuse the funds. All those stated examples and the unstated ones lead those local NGOs to ending up by closing the doors or expelling the employees when the funds period (the project period) is off (Lester, 2001). This case is the same for all the Africa as a continent. That is to say that this situation concerns also the East Africa region where Rwanda is located.

Rwanda as one of the poorest countries in the world and Africa, has a great number of serious problems related to mostly poverty that highly need to be adjusted. Many local NGOs that are often funded by international NGOs stood up to fix those problems. However, their achievements are not yet at the level of their expectation. The hindrances are many but one can state for instance the short duration of the project, low funds in comparison with the requested ones; the misuse of funds, mismanagement and a big number of vulnerable people. As consequence, the employees in such atmosphere are lowly secured at their job and their performance declines with the job security. After the 1994 genocide, many NGOs were born and with few years of operating they were closed. Their employees became jobless. There remaining ones, some are still struggling for operating funds so that they can also close soon (Marien, 2007).

1.1.2. Theoretical background of the study

The main theory that is focused on in this research consists of the human being welfare satisfaction based on the hierarch of needs. For this reason, Maslow's theory of hierarchy of needs, motivation and their impact on personal achievements remained the basic one that led this work. The issues that Maslow discussed in his theory play the major role of both job security and employee performance.

This theory (1943) was applied to offer an explanation of how the work environment motivates employees. At the most basic level, an employee is motivated to work in order to satisfy basic physiological needs for survival, such as having enough

money to purchase food. The next level of need in the hierarchy is safety, which could be interpreted to mean adequate housing or living in a safe neighborhood. The next three levels in Maslow's theory relate to intellectual and psycho-emotional needs: love and belonging, esteem (which refers to competence and mastery), and finally the highest order need, self-actualization (Maslow, 1954).

Maslow's theory is widely known. Concerning the workplace, it has proven to be a strong predictor of employee behavior. Maslow theorized that people will not seek to satisfy a higher level need until their lower level needs are met. There has been little empirical support for the idea that employees in the workplace strive to meet their needs only in the hierarchical order prescribed by Maslow (Maslow, 1943).

1.1.3. Conceptual background of the study

Having more performance from the employees requires developing a range of strategies so that many positive outcomes can be achieved. These outcomes include higher profitability, improved customer satisfaction; keeping the organizational talents, fastening targets achievements, increasing organizational development, and promoting performance. The employee performance cannot be high while the job security is low (Brown, 1997)

In a business setting, the employer's dream is to gain more profitability through productive employees. This burning will is only reached when the employees performance stands high. Their goal of employers is usually to decrease employee turnover, loss of motivation, recruitment costs and loss of talent and organizational knowledge. By implementing lessons learned from key organizational behavior concepts, employers can improve performance rates and decrease the associated costs of high turnover. However, this isn't always the case. Employers can seek "positive turnover" whereby they aim to maintain only those employees with more performance (Roper, 2007).

Job security affects positively employees performance. In other words, the organization that has increased job security level can achieve more and easily. This means, the more employees security is, the more reaching the target (accomplish the attributions-mission and goals). The secret behind this is that the employee with high job security in an organization works with more commitment for the reason that it increases the organizational ownership in the mind and practice. When an employee is secured on the job, he/ she works responsively as if the organization is his/ hers (Cushway, 1994).

Robert (1995) defines an organization as "a system of consciously coordinated activities or forces of two or more persons. In other words, when people gather together and formally agree to combine their efforts for a common purpose, an organization is the result. There are exceptions, of course, as when two individuals agree to push a car out of ditch. This task is an one-time effort based on temporary expediency". As characteristics, organization may have the coordination of Effort, common goal or purpose, division of labor and hierarchy of authority.

According to (Roberts, 1997) Organizations or NGOs can rarely achieve their goals and objectives perfectly unless they put up strategies to develop their human resources as the organizational tasks (all) implementers. Before being assigned to accomplish a number of attributions, the employees is trained on what to practice in the future. The acquired knowledge and other expenses related to the said training constitute an important organizational investment in present and long-term. To maintain the activities speed up and good achievements (quality and quantity), the organization may ensure their employees job security, all with the purpose of organizational success and progress that reached through the employee performance. The strategies of securing a employees in an institution refer to "the job security" as it is the matter of this research.

Maicibi (2007) argued that people are for sure an organization's most valued asset, especially when they are skilled and equipped. Such status constitutes an added value to the organization success. For a leader who wants the NGO to grow and increase benefits, it should be deplorable, failing to facilitate the employee for enjoying the job

security and satisfaction in order to facilitate them reaching a high level of performance. A wise organization/ NGO manager does not panic for the cost and expenses to hire a qualified employee. He/ she does it after checking the productivity of the same employees. For any organization, the employees are everything (success or failure). Without them, no progress, no organization existence.

This research is a human resource management-bound. Since "management" is involved, it implies that nothing (failure or success) happens without the manager's contribution, either negative or positive (Winterron, 1990). The shifting of employees forces many organizations to either delaying to reach the target or falling down. As changes are normal life nowadays, things may not stay like this. Employing people may contribute to the community welfare for long-term aspect. If not, it creates a kind of disturbance.

Probably that next time, the organizations (new and existing) will be evaluated by the government to verify their job security. Before it happen, NGOs should apply the techniques related this topic, reason why this work may be taken as a silent advice or warning. When the government authorities are involved, there is no more negotiation; the best deed of the law! There is one choice among the two: you close the doors or you do it extrinsically – forced (MBA syllabus on NGOs as organization, 2011)!

The aim of this research was to find out how is the level of employees job security in Rwandese selected funded local NGO to maintain valuable qualified employees as main asset. The reason behind this subject is that the more an organization loses its skilled employees who shift to other organizations; the more its achievements (successes) delays and loses much in recruiting and training new comers (employees).

Moreover, when the leaving employee goes with your knowledge (practices, experience etc.), know that you are strengthening other organizations while you destroy yours. This is true because we are living a competitive world in which the competition is

involved in all activities. High employees' job security will increase the chances on organizational competitive advantages (MBA syllabus on NGOs as organization, 2011).

1.1.4. Contextual background of the study

As previously said, globally, the job security and employees performance are expected to be high in Non-Governmental Organizations rather than in Governmental institutions as it is witnessed by many writers. It is the same drama in Africa including its eastern Africa region where Rwanda is located. Contextually, Rwanda has politically and economically many obstacles that can clearly explain the instability of employees in their services and institution. Among the reasons, Rwanda geographical location, the government budget based on donors and political instability can stand as the main ones. Those challenges are causing many employees to become jobless. That is why all the eyes are turned to NGOs as a place where the job security and employee performance may stand on high level.

However, the Non Governmental Organizations are in general facing the same situations as a big number of many employees are periodically becoming jobless due to various factors. This research served as the investigator of those factors so that the solutions and suggestions for improvement have been given out. The context of Rwanda seems to be special as many donors like this country as the one that faced serious trouble (genocide) so that the citizens need more support. That is why Rwanda is said to have many donors who often support the local NGOs. So, those organizations may make sure that the job security and performance of their employees reach the highest level while it is not the case nowadays. Consequently, this research came to identify the reasons behind this unpredicted atmosphere of organizational employees.

1.2. Statement of the Problem

The daily life conditions we live in nowadays have given birth to a big number of organizations, including the Non-Governmental Organizations (NGOs). For a better accomplishment, they must employ a good number of employees who may work as

many years as possible to strengthen the organization's performance, reputation and productivity. Normally, the more years an employee worked for any organization, the more he/ she performs better and is skilled for he/ she knows how things started, what went wrong and how it was managed; and finally the current situation. This employee becomes a reference person. However, many (if not all) funded local NGOs in Rwanda are facing a serious problem of employees job security! Yearly, at least 30% of the employees are suddenly shifting from organizations to others or planting their own small businesses (Local NGOs forum meeting, 2012).

This research investigated if there are strategies put in place by NGO managers, just to improve the job security level. If employing someone for one post is becoming a quarterly or bi-annual task, the implied meaning is that there are gaps on the post: either the employee is not secured with the job, reason why the performance fails and the solution becomes shifting from the job. For the managers and human resource management departments, it is better to know: What are the employees unmet needs so that the employees performance stand low? What the employees need to feel secured with their job in these organizations? Do people (employees) have a free way and where to present their job complains? All of these questions together with the research ones that are asked below are answered by the findings of this research.

1.3. Research Objectives

The general objective was to determine the correlation between the job security and employees' performance in the Rwandese selected funded local Non-Governmental Organization.

In addition, the specific objectives of this study were to:

1. Determine the level of job security in the selected Rwandese local NGO;
2. Determine the level of employees' performance in the selected Rwandese local NGO;

3. Examine if the selected local NGO apply employees' performance improvement techniques in Rwanda;
4. To establish the significant relationship between the job security and employee performance in the selected NGO in Rwanda.

1.4. Research questions

The main answered questions through this research are:

1. To which level is the job security in the selected local NGO in Rwanda?
2. Does the selected local NGO apply employees' performance improvement techniques in Rwanda?
3. To which level is the employees' performance in the selected Rwandese local NGO?
4. Which significant relationship between the job security and employee performance in the selected NGO in Rwanda?

1.5. Scope of the study

1.5.1. Geographical scope

This research was carried out in Rwanda, in twelve (12) districts where the selected funded local NGO operates namely African Evangelistic Enterprise (A.E.E). The selection of this NGO was based on the fact that it has a big number of employees as it operates in a wide area. In addition, it is assumed to be the best and strong local NGO. Again, it is in my area of operation. The covered issues in this research are human resource management-bound.

1.5.2. Time scope

This study focused on a record period of January 2009 to December 2013 that was characterized by an accelerated employees shifting in the three local NGOs operating in Rwanda. This research was done in May-November 2014.

1.5.3. Content scope

This research determines the relationship between job security and employees performance. The job security score refers to the average total employed persons minus the shifted ones in a certain period. The performance score consists of the average of how well the planned activities were implemented. It also examined the reasons accelerating the employees shifting as said above. It focused specifically on employees performance as a dependent variable and how the latter can be enhanced through strengthening the job security - an independent variable.

1.5.4. Theoretical scope

The theoretical part of this research is based on various writers and philosophers. However, Maslow's motivation and job security occupy the front seat because they stand for the main pillars to help any organization increasing its employees performance degree and job security. For Maslow (1943), the employees' performance level depends on the level of motivation and job security. The two aspects move in the same direction, either raising or decreasing together. The researcher resorted to other theories related to the two variables of this research and detailed various factors that occurs negatively or positively to both variables.

1.6. Significance of the Study

This research and its findings can for sure assist various people in a number of ways. The future researchers may also use its findings as a documentation source to deal with other topics beyond this one. On the side of employees, it has been a way to express their views and aroused their minds to take care of their concerns on their job. This research pushed the employees to open their mind again and think deeply about the challenges they face at the workplace. As the findings in this work are their views, hopefully when this research can be considered, it will lead to some changes in their

organizations. There will be developed some techniques to block the existing gaps to secure the employees.

Concerning the employers (institutions/ NGOs, existing and developing partners) especially the human resource practitioners, this research inspires the managers to be aware of the employees' shifting causes. This is a great opportunity to identify the area of improvement to secure and encourage employees. The main probable beneficiary of this research is the organization whose employees contributed to the research as respondents, especially the Human Resource department.

In addition, Human Resource Managers in different organizations may also benefit a great deal from this research. If the research reveals the factors influencing/ rising employees' Job security crisis in the selected local NGO as the best one in Rwanda, there will be developed some techniques to sweep away the gaps. Again, this research inspires other NGOs managers to consider the role of job security and employees performance for a sustainable achievement.

Moreover, this research will serve the policy makers as documentation that will show them that they still have a big task to deal with about the employees job security and performance improvement in some organizations. This can also be a way to arouse their mind for checking the implementation of the established policies.

1.7. Operational definitions of key terms

The key terms of this research are job security, satisfaction, motivation, employees/ employees and performance. All these terms are detailed all along this research and the emphasis through all the research is put on such issues. Before going far, let us have brief definitions:

Job security: it is the probability that an individual will keep his or her job, with a small chance of becoming unemployed. The job security score refers to the average total employed persons minus the shifted ones in a certain period. (Mabey, C. (1994).

Job insecurity: it is the probability that an individual is unstable on his or her job, with a more chance of becoming unemployed (Vhandan, 1987).

Employees/ employees performance: It is the level of how well the job related activities expected of an employee were executed in terms of time, quantity and quality. The performance score consists of the average of how well the planned activities were implemented (Spencer, 2002).

Satisfaction: feeling happy and comfortable with your job and NGO you work for because your needs (basic and meta ones) are met (Bennet, 1989).

Motivation: feeling committed intrinsically to perform well your job attributions because your wishes and needs are satisfied by job and organizational management (Lowland, 1998).

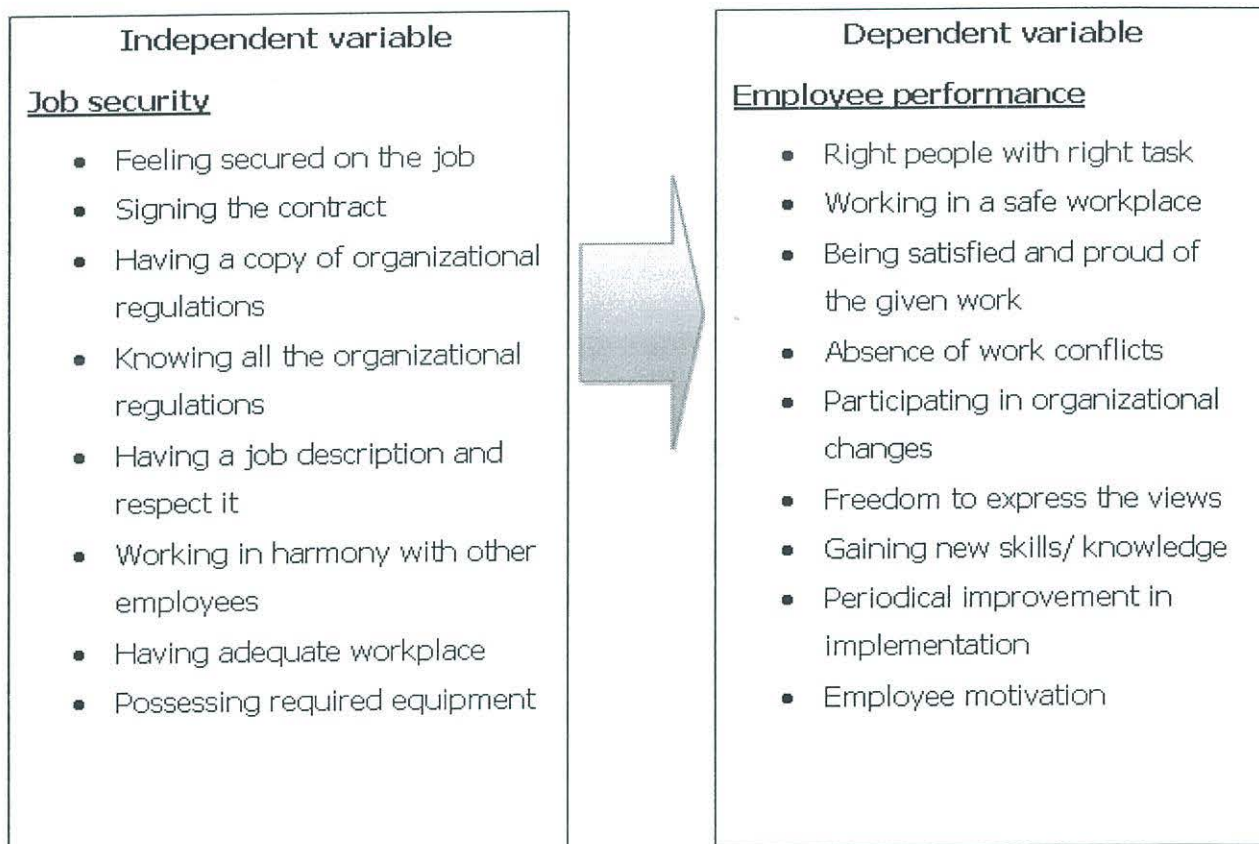
CHAPTER TWO

THEORETICAL REVIEW

2.0. Introduction

This chapter is a session of different ideas and views from various writers including philosophers, theorists, etc. who published many works that are related to either job security or employee performance. The writer who occupies the front seat among all the consulted ones is Abraham Maslow with his theory of human needs hierarchy. This chapter explores what the job security is, kinds of jobs and the factors influencing the job security. In addition, the employee performance is not ignored. It is discussed in details, namely its meaning, its negative and positive factors and the strategies for its improvement. This chapter ends by the concluding summary about the two issues.

2.1. The conceptual framework



2.2. Related literature

The related studies on the subject matter are like the research carried out by Bosco Uwizera (2009). In his research (memoir) on *Organizational motivation and employees performance in local Rwandese NGOs* has proved that the performance of the employees has a great dependence on the level of motivation for the employees. He detailed that the motivation can be material or moral/ verbal. However, according to him, the material motivation counts more on performance. This kind of motivation is referred to money, good salary, incentives, promotion etc. In fact, this is something you can touch. It is more valuable than the moral one as it contributes more to the employee physiological and safety needs that are the major one any human being struggles for everyday. His findings ended up by proving that the employee performance is still low in many NGOs as a result of short project period. In addition, the material motivation in NGOs does not exist as their funds come with heavy regulations and procedures.

Christine (2008) in her memoir about *Teachers remuneration and students performance in governmental secondary schools* has shown that the performance of the students has a strong relation with the level of motivation by which their teachers are on. She detailed the hard conditions that the teachers work in, the low remuneration they receive and the very little number of students who succeeded the national exams in governmental schools in comparison with private schools. The remarkable point has been that the private schools pay much salary to the teachers, they have well skilled teachers and increased number of succeeding students to the national exams while for the governmental schools it was the opposite.

Maicibi (2007) in his book *Human Resource Management Success. The Tips for HRM Theorists and Practitioners*. In this book, Maicibi clarifies the importance of managing the secured employees on their job in order to reach a good performance on both sides, the employees and organization. He talks of some factors that contribute more to job security and employee performance in organizations namely grievances and

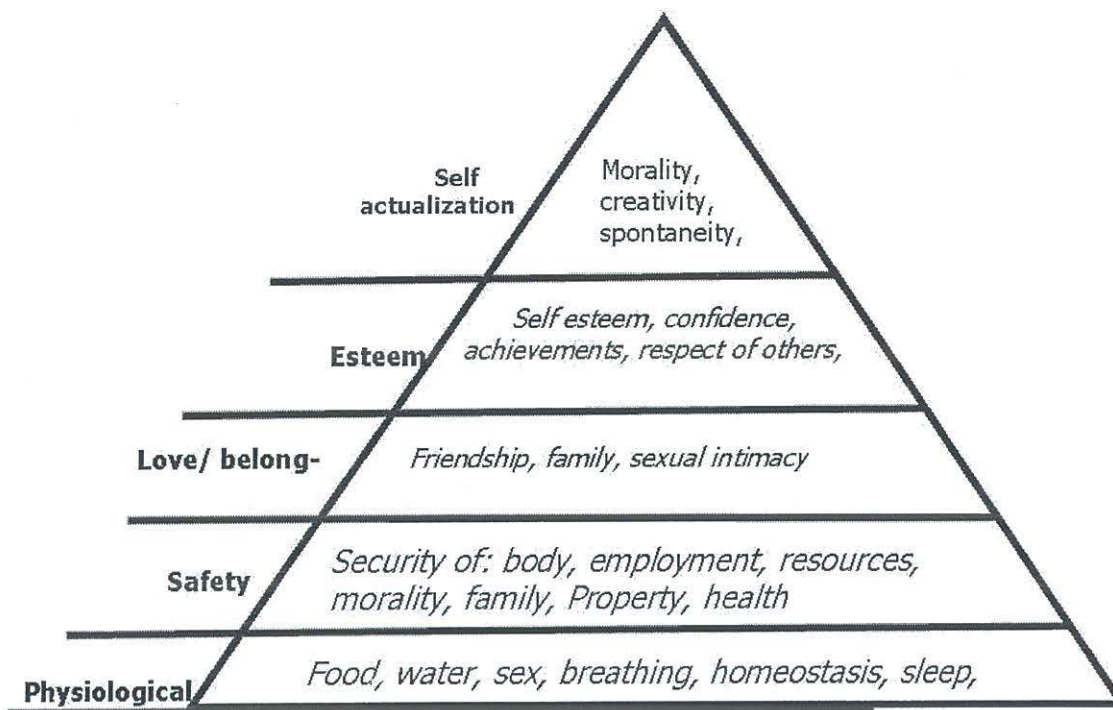
behavior, and to determine its form, direction, intensity, and duration" Understanding what motivates an organization's employees is central to the study of I–O psychology. Motivation is a person's internal disposition to be concerned with and approach positive incentives and avoid negative incentives. To further this, an *incentive* is the anticipated reward or aversive event available in the environment. While motivation can often be used as a tool to help predict behavior, it varies greatly among individuals and must often be combined with ability and environmental factors to actually influence behavior and performance. Because of motivation's role in influencing workplace behavior and performance, it is key for organizations to understand and to structure the work environment to encourage productive behaviors and discourage those that are unproductive.

There is general consensus that motivation involves three psychological processes: arousal, direction, and intensity. Arousal is what initiates action. It is fueled by a person's need or desire for something that is missing from their lives at a given moment, either totally or partially. Direction refers to the path employees take in accomplishing the goals they set for themselves. Finally, intensity is the vigor and amount of energy employees put into this goal-directed work performance. The level of intensity is based on the importance and difficulty of the goal. These psychological processes result in four outcomes (Maslow, 1943).

First, motivation serves to direct attention, focusing on particular issues, people, tasks, etc. It also serves to stimulate an employee to put forth effort. Next, motivation results in persistence, preventing one from deviating from the goal-seeking behavior. Finally, motivation results in task strategies, which as defined by Mitchell & Daniels, are "patterns of behavior produced to reach a particular goal (Maslow, 1966).

2.3.3. Abraham Maslow's hierarchy of needs

For a better explanation of human needs in daily life, Maslow used a pyramid below that will be detailed soon.



An interpretation of Maslow's hierarchy of needs, represented as a pyramid with the more basic needs at the bottom. Abraham Maslow's Hierarchy of Needs (1943) was applied to offer an explanation of how the work environment motivates employees. In accordance with Maslow's theory, which was not specifically developed to explain behavior in the workplace, employees strive to satisfy their needs in a hierarchical order (Maslow, 1943).

At the most basic level, an employee is motivated to work in order to satisfy basic physiological needs for survival, such as having enough money to purchase food. The next level of need in the hierarchy is safety, which could be interpreted to mean adequate housing or living in a safe neighborhood. The next three levels in Maslow's theory relate to intellectual and psycho-emotional needs: love and belonging, esteem (which refers to competence and mastery), and finally the highest order need, self-actualization (Maslow, 1954).

Maslow's theory is widely known. Concerning the workplace, it has proven to be a strong predictor of employee behavior. Maslow theorized that people will not seek to satisfy a higher level need until their lower level needs are met. There has been little

empirical support for the idea that employees in the workplace strive to meet their needs only in the hierarchical order prescribed by Maslow (Maslow, 1943).

2.3.4. Organizational reward systems by Maslow

For Maslow, Organizational reward systems have a significant impact on employees' level of motivation and performance. Rewards can be either tangible or intangible. Various forms of pay, such as salary, commissions, bonuses, employee ownership programs and various types of profit or gain sharing programs, are all important tangible rewards. While fringe benefits have a positive impact on attraction and performance, their direct impact on motivation and performance is well-defined. Salaries play a crucial role in the tangible reward system. They are an important factor in attracting new talent to an organization as well as retaining talent. Compensating employees well is one way for an organization to reinforce an employee's value to the organization. If an organization is known for paying their employees top dollar, then they may develop a positive reputation in the job market as a result (Maslow, 1954).

Through incentive compensation structures, employees can be guided to focus their attention and efforts on certain organizational goals. The goals that are reinforced through incentive pay should be carefully considered to make sure they are in alignment with the organizational objectives. If there are multiple rewards programs, it is important to consider if there might be any conflicting goals. For example, individual and team-based rewards can sometime work at cross-purposes (Maslow, 1943).

Important forms of intangible rewards include praise, recognition and rewards. Intangible rewards are ones from which an employee does not derive any material gain. Such rewards have the greatest impact when they soon follow the desired behavior and are closely tied to the performance. If an organization wants to use praise or other intangible rewards effectively, praise should be offered for a high level of performance and for things that the employee has over control. Some studies have shown that praise can be as effective as tangible rewards (Maslow, 1943).

Other forms of intangible performance include status symbols, such as a corner office, increased autonomy and freedom. Increased autonomy demonstrates trust in an employee and may decrease stress and improve job satisfaction. Since it may be hard for an employee to achieve a similar level of trust in new organization, increased autonomy may also help improve the performance (Maslow, 1943).

2.4. Job security

Job security is the probability that an individual will keep his or her job; a job with a high level of job security is such that a person with the job would have a small chance of becoming unemployed (Pearn, 1993).

2.4.1. Job security and employee performance in NGOs

Rao, (1990) assumes that globally the job security and employees performance, as they move in the same direction, stand on a high level. He refers on various achievements performed by Non Governmental Organizations (NGOs) to justify this assertion as even other many researchers for a long time up to now stand in the same shoes on this topic. The employees job security and performance are validated up to ninety seven (97%). That is to say that any employees in a certain NGO has 97% of chance for not becoming jobless and performing well as supported by the organization. The remaining 3% stands for a employees malpractice, bad behavior or a willing to shift.

2.4.2. Factors affecting the job security

Job security is dependent on economy, prevailing business conditions, and the individual's personal skills. It has been found that people have more job security in times of economic expansion and less in times of a recession. Unemployment rate is a good indicator of job security and the state of the economy and is tracked by economists, government officials, and banks. Typically, government jobs and jobs in education, healthcare and law enforcement are considered very secure while private sector jobs are

generally believed to offer lower job security and it usually varies by industry, location, occupation and other factors (Blanchard, 1982).

Personal factors such as education, work experience, job functional area, work industry, work location, etc., play an important role in determining the need for an individual's services, and impacts their personal job security. Since job security depends on having the necessary skills and experience that are in demand by employers, which in turn depend on the prevailing economic condition and business environment, individuals whose services are highly needed by employers enjoy higher job security (Bennet, 1998).

2.4.3. Measuring the job security

2.4.4. The job security score

A job security score is a numerical expression of an individual's unemployment risk based on a statistical analysis of a person's individual demographics, such as location, industry, and occupation, as well as external factors, such as technology, outsourcing, and overseas competition, which is captured in macroeconomic data and trends. Job security score also represents the creditworthiness of an individual based on their ability to pay by predicting an individual's probability of unemployment risk. It is similar to the "credit score", which represents the creditworthiness of an individual based on their willingness to pay by evaluating an individual's probability of paying debts in a timely manner (Filippo, 1984).

2.5. The job security index

Job security index is a measure of job conditions. Developed by Scorelogix, job security index represents how economic factors, internet and computers, international trade and competition, outsourcing, off-shoring, job migration, etc., are impacting the demand and supply of employment. A higher job security index for a region or a country indicates that people in that region have a better opportunity of finding jobs and remaining employed. A lower job security index for a region/ county means that job are

relatively difficult to find and keep. Typically, cities and counties that have a larger concentration of government jobs or education related jobs have a higher job security index values as these jobs are less impacted by the economy (Laura, 1995).

The low job security index values determines a non sustainability of job. The employees can be fired or stopped at any time. This status gives a new image of work by becoming particular in appellation for the worker or the job. Most of the time the work can be called contingent, precarious and Contract attorney. The employee in this mood feels as a permatemp. The four terms that result from this low level above are explained below (Collins, (1999).

2.5.1. Contingent work

Chandan (1987) says that a contingent work is also sometimes known as casual work. It is a neologism which describes a type of employment relationship between an employer and employee. There is no universal agreed consensus on what type of working arrangement constitutes but it is generally considered to be any one or combination of the following: Work which is temporary or lacks job security, Work which is part time and Work which is paid on a piece work basis.

Describing a person who does contingent work as 'having a job' is debatable. However, contingent work is usually not considered to be a career, or part of a career. One of the features of contingent work is that it usually offers little or no opportunity for career development. Contingent work jobs are widely referred to as Mc Jobs. This term was made popular by Douglas Coupland's novel "Generation X: Tales for an Accelerated Culture", and stems from the notion that jobs in Mc Donalds and other fast food and retail businesses are frequently insecure, and that the hiring and firing is as faster as the food (Roussel, (1982).

2.5.2. Precarity

Precarity is a condition of existence without predictability or security, affecting physical or psychological welfare. The term has been specifically applied to either intermittent work or, more generally, a confluence of intermittent work and precarious

existence. In Europe, it is a term of everyday usage as *Precariedad*, *Precariedade*, *Précarité*, or *Precarietà* in a number of European countries, where it refers to the widespread condition of temporary, flexible, contingent, casual, intermittent work in postindustrial societies, brought about by the neoliberal labor market reforms that have strengthened the right to manage and the bargaining power of employers since the late 1970s (Armstrong, (2003).

It is a general term to describe how large parts of the population are being subjected to flexible exploitation or flexploitation (low pay, high blackmailability, intermittent income, etc.), and existential precariousness (high risk of social exclusion because of low incomes, welfare cuts, high cost of living, etc.) The condition of precarity is said to affect all of service sector labor in a narrow sense, and the whole of society in a wider sense, but particularly youth, women, and immigrants (Banard, 1938).

More problematic is the fact that precarity seems to conflate two categories of workers that are at opposite ends of labor market segmentation in postindustrial economies: pink collars working in retail and low-end services (cleaners, janitors, etc.) under constrictive but standardized employment norms; and young talent temping for cheap in the information economy of big cities around the world: the creative class of strongly individualistic workers illustrated by managerial literature (Walton, 1999).

2.5.3. Contract attorney

A contract attorney, according to Roper (2007) works on legal cases on a contract basis. Such work is generally of a temporary nature, often with no guaranteed employment term. That is to say, an employee is temporarily hired by the law office for a specific job or period. When the job or period is finished, the relationship is over.

2.5.4. Permatemp

A permatemp is an employee whose status is somewhere between a temporary employee and a permanent employee. The word is a "portmanteau" of the words *permanent* and *temporary*. There are two types of permatemp employment relationships.

In the first form, a public or private employer hires employees as "temporary" or "seasonal" employees, but retains them, often full-time for year after year, without any benefits. These employees often do the same work as permanent employees, but without the same benefits. The second kind of permatemp is an employee of a employeesing service provider or payroll agency, which sends workers to work in a long-term, on-site position for a private company or public employer. The employee is paid by the employeesing service provider or agency rather than by the primary employer, and sometimes receives benefits (Roper, 2007).

2.6. Job security strategies

Job security as a hard task to fulfill requires considering various factors that may bother it such as economy, prevailing business conditions, and the individual's personal skills. This means that to secure the employees necessitates strengthening the organization's economy in order to meet the employees basic needs such as good salary etc. It is also better to plant sustainable systems that set the organization among productive NGOs. In addition, securing an employee obliges the employees to have the required skills for the given tasks or attributions. A good employer has to evaluate the employees periodically to know the employees's missing needed skills in order to provide them. Also, an employee may learn for increasing skills and innovation through working. Moreover, the organization must respect and practice the national and international labor law (Roper, 2007).

2.7. Job security importance

Developing a range of strategies, many positive outcomes can be achieved. These outcomes include higher profitability, improved customer satisfaction; keeping the organizational talents, fastening targets achievements, increasing organizational development, and promoting performance (Brown, 1997)

2.8. Job insecurity and performance

Job insecurity causes many problems for the unsecured employee may be characterized by negative behaviors like non-respect of others, jealous against the secured employees, bad service delivery, cheating (working for the supervisor's presence), extrinsic achievements, working absent minded etc. such an employee works also as a slave or a refugee! A slave or a refugee never does things right (or right things) because he/ she is always ready to leave the area while the job profits will be consumed by the next employees or the staying ones (Massie, 1985).

2.9. JOB SECURITY AND PERFORMANCE

2.9.1. Employee performance

The employee performance is briefly defined as the score/ level of how well the job related activities expected of an employee (by the employer or any evaluator) were executed in terms of time, quantity and quality (MBA syllabus on Human Resources Management, 2011).

2.9.2. Performance importance

In a business setting, the employer's dream is to gain more profitability through productive employees. This burning will is only reached when the employees performance stands high. Their goal of employers is usually to decrease employee turnover, loss of motivation, recruitment costs and loss of talent and organizational knowledge. By implementing lessons learned from key organizational behavior concepts, employers can improve performance rates and decrease the associated costs of high turnover. However, this isn't always the case. Employers can seek "positive turnover" whereby they aim to maintain only those employees with more performance (Roper, 2007).

2.9.3. Performance as impact of job security

Job security affects positively employees performance. In other words, the organization that has increased job security level can achieve more and easily. This means, the more employees security is, the more reaching the target (accomplish the attributions-mission and goals). The secret behind this is that the employee with high job security in an organization works with more commitment for the reason that it increases the organizational ownership in his/ her mind and practice. When an employee is secured on the job, he/ she works responsively as if the organization is his/ hers (Cushway, 1994).

Some unsecured employees search to plant difficulties on the field so that the employer will not be able to handle them. The leaving employees wants to be called back to solve them, meaning to show the community that nothing will go well in his/ her absence. That is a trap to avoid the unemployment! When an unsecured employee notices that there is no way to come back in the organization he/she adopts other false ways like wasting resources, embezzlement, chasing customers/ beneficiaries, abusing NGO and its leadership and other bad behaviors, as a revenge to the unemployment. All the views expressed in this paragraph explain remarkably how much job insecurity affects negatively organizational/ employee performance (Jones, G. et all 2000).

2.9.4. Performance improvement techniques

In order to improve the employees performance and reduce turnover managers must meet the goals of employees without losing sight of the organization's goals, thereby creating a "win-win" situation. Valance and expectancy theories provided some of the earlier researchers serve us as guidance for employees empowerment. Valence is the degree to which the rewards offered by an organization align with the needs employees seek to fulfill. High valence indicates that the needs of employees are aligned well with the rewards system an organization offers. Conversely, low valence is a poor alignment of needs with rewards and can lead to low job satisfaction and thereby increase turnover and decrease performance (Roper, 2007).

Expectancy theory details several factors that can lead to high job satisfaction and high performance rates for organizations. Increasing expectancy in an organization can be done by training employees and thereby making them more confident in their abilities or attributions. Increasing instrumentality within an organization will be part of implementing an effective rewards system for attainment of specific goals and accomplishments (Roper, 2007).

2.9.5. Performance and motivation theory

Performance has a direct and causal relationship with employee needs and motivation. Applying a motivation theory model, such as Maslow's Hierarchy of Needs, is an effective way of identifying effective performance protocol (Maslow, 1943).

According to Spector, each of Maslow's hierarchy of needs (primary and meta-needs) relates to optimal performance. Since Maslow's introduction of his motivation model, organizations have been using strategies attempting to stimulate each of the five humanitarian needs described above to optimize performance rates. When applied to the organizational model, meeting the self-actualization and esteem needs of an employee tend to correlate to better performance (Spector, 1985).

2.10. FACTORS INFLUENCING POSITIVELY EMPLOYEE PERFORMANCE

1. **Motivation:** motivating an employee requires to involve him/her deeply in the organizational functioning. This participation will help to understand that the organization counts more on his/her contribution. Apart from participation, communication is also necessary to be update about what to do and being done. The third issue is the recognition of what the employees achieved (good salary, incentives etc.). Finally the delegated authority which aims at giving the employees opportunities of standing responsible for some hard task and even representing the organization sometimes. Motivation is the source of commitment (MBA syllabus on Human Resources Management, 2011).

2. **Free views expression and feed back:** people need to communicate, need their voice to be heard, need a feedback in fact they need collaborative life between them and employers (MBA syllabus on Human Resources Management, 2011).
3. **Job security:** when an employee is secured on his/her job, the degree of organizational ownership increases so that the achievements and productivity raise also. A secured employees works as if all the profits will be his/ hers. Secured employees work strongly without being frightened by the supervisor's eye! They work and achieve all tasks intrinsically, not extrinsically (MBA syllabus on Human Resources Management, 2011).
4. **Change/ Positive (for system update, to avoid routine works etc.):** Management is presumed to be guided by a vision of the future. The manager reflects in their decision-making activities the values of the organization as they have developed through time, from the original founder-owner to the present top-management personnel. In navigating a path between the values of the organization and its objectives and goals, management has expectations concerning the organization's effectiveness and efficiency and frequently initiates changes within the organization. On other occasions, changes in the external environment — market demand, technology, or the political, social, or economic environment — require making appropriate changes in the activities of the organization. The organization faces these demands for change through the men and women who make up its membership, since organizational change ultimately depends on the willingness of employees and others to change their attitudes, behavior, their degree of knowledge and skill, or a combination of these (MBA syllabus on Management information system, 2011).
5. **Friendly collaboration between employers and employees:** when the employees work as friends (homogeny group) they feel happy, help each other and achieve more. Such atmosphere leads to avoiding organizational conflict (MBA syllabus on Management Information System, 2011).

2.11. FACTORS INFLUENCING NEGATIVELY EMPLOYEE PERFORMANCE

2.11.1. Non-recognition of an employee's qualification

Sometimes an employee's ability is not well assessed and exploited. Some of the consequences become assigning tasks to an employee while he/ she has no related knowledge. In this case, frequently the failure occurs and leads to disappointment, deception, frustration, try and error, low profitability, stopping job, employee expelling out, etc. Relating or aligning the employees' qualifications and ability with organizational tasks lead to high profitability (MBA syllabus on Management information system, 2011).

2.11.2. Challenges faced by NGOs nowadays

Such obstacles to organizational success derive from PESTEL (political, economical, social, technological, ecological and legal) factors. Some of NGOs managers link their institutions to political matters or issues while they cannot achieve a safe collaboration. Political institutions' goals and the NGO's are completely different reasons why the mixing causes confusion and crash. Economical and social issues can challenge any NGOs in all activities when not controlled. Again, the nowadays functioning of any institution requires moving hand in hand with updated/ current technologies. In addition, when you do not respect the legal issues you can even be blocked (MBA syllabus on Management information system, 2011).

2.11.3. Routine works

Even though the employees need working, they want having a certain change because the time forces us a progressive change. When nothing changes while we are forced to change some items (for a better implementation) the employees will be deceived and feel not motivated (MBA syllabus on Management information system, 2011).

2.11.4. Inappropriate human resource management

The main issues relate to this point are poor or absent employees evaluation (in order to know what they need), bad employees dispatching, employees mistreatment and task assignment confusion etc. All these matters strongly affect negatively organizational productivity (MBA syllabus on Human Resources Management, 2011).

2.11.5. Lack of views & feelings expression

This is a very dangerous situation that employees live in some institutions where a employees can recognize something wrong while there is no way to express it. The same is a good deed. It is very deplorable to live such a situation where the employees are considered as speechless as is there is nothing to appreciate or criticize. In such an atmosphere, the NGO manager will neither know what to correct or strengthen/ focus on for he/she always remain tied on his/ her views and decisions as the best ones. However, the truth is on the field and lives with the fieldworkers. These are the source of the real information to guide the manager what to do. It is better to let them be free of views and feelings expression (Turner, 1983).

2.11.6. Workplace conflict

Workplace conflict is a specific type of conflict that occurs in workplaces. The conflicts that arise in workplaces may be shaped by the unique aspects of this environment, including the long hours many people spend at their workplace, the hierarchical structure of the organization, and the difficulties (e.g. financial consequences) that may be involved in switching to a different workplace. In this respect, workplaces share much in common with schools, especially pre-college educational institutions in which students are less autonomous (Turner, 1983).

2.11.7. Workplace bullying

Workplace bullying, like childhood bullying, is the tendency of individuals or groups to use persistent aggressive or unreasonable behavior against a co-worker or

subordinate. Workplace bullying can include such tactics as verbal, nonverbal, psychological, physical abuse and humiliation. This type of aggression is particularly difficult because, unlike the typical forms of school bullying, workplace bullies often operate within the established rules and policies of their organization and their society (Rummler, 1995). Bullying in the workplace is in the majority of cases reported as having been perpetrated by management and takes a wide variety of forms. Bullying can be covert or overt (Gambrel, 1993).

2.11.8. Workplace stress and turn over

Workplace stress is the harmful physical and emotional response that occurs when there is a poor match between job demands and the capabilities, resources, or needs of the worker (Hoffman, 1999). A variety of factors contribute to workplace stress such as negative workload, isolation, extensive hours worked, toxic work environments, lack of autonomy, difficult relationships among coworkers and management, management bullying, harassment and lack of opportunities or motivation to advancement in one's skill level (Diener, 2001).

2.11.9. Organizational conflict

For Gilbert (2006) Organizational conflict is a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together. Conflict takes many forms in organizations. There is the inevitable clash between formal authority and power and those individuals and groups affected . There are disputes over how revenues should be divided, how the work should be done, and how long and hard people should work. Also for Thomas (1996) there are jurisdictional disagreements among individuals, departments, and between unions and management. There are subtler forms of conflict involving rivalries, jealousies, personality clashes, role definitions, and struggles for power and favor. There is also conflict within individuals — between competing needs and demands — to which individuals respond in different ways.

2.11.10. Role conflict

Another facet of personal conflict has to do with the multiple roles people play in organizations. Behavioral scientists sometimes describe an organization as a system of position roles. Each member of the organization belongs to a role set, which is an association of individuals who share interdependent tasks and thus perform formally defined roles, which are further influenced both by the expectations of others in the role set and by one's own personality and expectations (Carlson, 2007).

2.12. Theoretical Perspectives

This research theoretical part is based on Maslow's theory of hierarchy of needs, motivation and their impact on personal achievements theories that lead to performance. This theory (1943) was applied to offer an explanation of how the work environment motivates employees. At the most basic level, an employee is motivated to work in order to satisfy basic physiological needs for survival, such as having enough money to purchase food. The next level of need in the hierarchy is safety, which could be interpreted to mean adequate housing or living in a safe neighborhood. The next three levels in Maslow's theory relate to intellectual and psycho-emotional needs: love and belonging, esteem (which refers to competence and mastery), and finally the highest order need, self-actualization (Maslow, 1954).

Maslow's theory is widely known. Concerning the workplace, it has proven to be a strong predictor of employee behavior. Maslow theorized that people will not seek to satisfy a higher level need until their lower level needs are met. There has been little empirical support for the idea that employees in the workplace strive to meet their needs only in the hierarchical order prescribed by Maslow (Maslow, 1943).

For Maslow, as employees expect it so much, organizational reward systems have a significant impact on employees' level of motivation and performance. Rewards can be either tangible or intangible. Various forms of pay, such as salary, commissions, bonuses,

employee ownership programs and various types of profit or gain sharing programs, are all important tangible rewards. While fringe benefits have a positive impact on attraction and performance, their direct impact on motivation and performance is well-defined. Salaries play a crucial role in the tangible reward system. They are an important factor in attracting new talent to an organization as well as retaining talent. Compensating employees well is one way for an organization to reinforce an employee's value to the organization and improve the performance. If an organization is known for paying their employees top dollar, then they may develop a positive reputation in the job market as a result (Maslow, 1954).

2.13. Conclusion

In this chapter, the researcher discussed in details the job security and employee performance. As mentioned, employee should be secured at the job or workplace in order to be productive and increase organizational success and ownership. The job security helps to raise the degree of employees' performance. Securing the employees lead the organization to achieve the target easily and not wasting its knowledge. When an employee leaves, it is a great loss because of the competence, experience, knowledge etc acquired from the former organization that he/ she goes with. In addition, training and having a similar employees requires time, funds and more training. Among the main reasons that decrease the organizational degree of employees' performance and job security include the workplace conflicts. It is better to avoid conflicts and if they occur, it is necessary to resolve them as quick as possible. In addition, an employee should not be overloaded because such a status pushes him/her to become incompetent. Lastly, the researcher pointed out that employees members need to be secured to help them performing well and develop their career paths. The job security and employees' performance are the main tasks to be controlled by the organization managers.

CHAPTER THREE

METHODOLOGY

3.0. Introduction

This research topic is "Job security and employee performance in a selected local NGO in Rwanda". African Evangelistic Enterprise (AEE) was selected as it operates in Rwanda and stands among the biggest local NGO. This research is based on human resource management tips. The targeted group was the field employees who are also known as the technical ones. One hundred fourteen (114) out of one hundred thirty two (132 that were targeted) contributed to this work by providing the data through the questionnaire that was the major tool for data collection. The technical employees were target as they are the ones who suffer more in project implementation while they are easily fired and many of them are shifting more to other organizations. Various measures have been set up since the questionnaire design up to its return from the field for collecting the right data.

3.1. Research design

For a better way to carry out this study, a strategy was devised. The aim of the study was to find out how two variables (job security and employees performance) relate or differ. That is why a descriptive survey design especially descriptive comparative and descriptive correlation strategies have been used. Descriptive studies are non-experimental researches describing characteristics of individuals or groups. They also deal with relationship between variables, testing of hypothesis and development generalizations by using theories that have universal validity. They also involve events that happened and may be related to current conditions. Further descriptive surveys are used to discover the causal relationship (descriptive correlation), determine differences (descriptive comparative), provide precise quantitative description and observe behavior (MBA syllabus on research methodology).

3.2. Research Population

The targeted population of this research is the organizational technical employees from the selected funded local NGO amounting to 132. The choice of this population is based on the fact that technical employees are the most important employees who serve as the organizational engine for the best or worst implementation. They help more the organization to reach the target. Their performance level surely leads to either organizational success or failure. The same is the employees job security. The technical employees or task implementers are the real people to justify the organizational situation about employees' performance and job security.

3.3. Sample Size

Since the population size of this research is known, the researcher did a choice of doing his best to distribute the questionnaires to all the field staff amounting to one hundred thirty two (132) people. That is to say that all the field staff were supposed to contribute to this research.

Table 1: Respondents of the study

NGO Name	Total targeted population	Sample size
A.E.E	132	132
TOTAL	132	132

Source: Researcher's formulation

3.4. Sampling procedure

In order to carry out this research, a simple purposive sampling procedure was used, just to give a chance to any qualified respondent to be selected based on the following criteria:

1. Male or female employee in one of the selected NGOs
2. The employees working as a technical employees or a field employees

3.5. Research instrument

Using Likert-Scale Standardized questionnaire, the researcher tried to find out to which degree the respondents are secured on their job and the performance level in the selected organization. The instrument to get such information was neither magic nor accidental! The researcher requested the respondents to answer the research questions by ticking their level of agreement or disagreement. The scoring system that was used is: Strongly disagree (1), Disagree (2), Agree (3) and Strongly agree (4). As far as the structure of the questionnaire is concerned, the part "A" consisted on independent variable while "B" and "C" served to collect data about the dependent variable. The last part ("D") referred to investigating the relationship between both variables.

3.6. Validity and reliability of the instrument

In order to ensure the validity of the research instrument; the questionnaire, the researcher resorted to content validity procedure. The procedure involved taking the questionnaire to different experts in the field just to validate the questions. If, after computing the remarks given by the experts, the researcher realized that they score at least 80%, then the questionnaire was valid. With regard to the reliability of the instrument, the researcher carried out a pretest of the instrument to people who qualify to be respondents.

3.7. Data gathering procedures

In order to gather data for this research, procedures were set up and implemented before, during and after administration of the questionnaires to the respondents.

3.7.1. Before dispatching the questionnaires

1. The researcher first was authorized (introduction letter) by the School of Post Graduate Studies in order to conduct the research legally;
2. Reviewing the questionnaire in order to avoid any error;

3. Printing many questionnaires (more than the number of total targeted population) for distribution;
4. Having a list of qualified respondents;
5. Selecting a research assistant who will assist me in data collection;
6. Explaining to the respondents the purpose of the study.

3.7.2. During the administration of the questionnaires

1. During the dispatching of the questionnaires, the researcher first introduced himself and tell the respondents why he is carrying out the research and then explain to them how to fill in the questionnaires;
2. The researcher and his assistant emphasized the questionnaires retrieval within one week from the distribution;

3.7.3. After the administration of the questionnaires

1. After filling them, the questionnaires were collected: the researcher checked whether all questionnaires have been properly filled in and reject those filled in wrongly.
2. After getting well-completed questionnaires, the next step has been sorting them out to give a room to their analysis. They were encoded in the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

3.8. Data Analysis

A real research requires avoiding biased analysis or dream analysis. Any analysis in this career should be done scientifically. This former assertion implies the use of scientific tools or software that are proper in data analysis. For this reason, the researcher followed and respected the guides and information provided by the software above. As analysis tools, the descriptive statistics was used in the first and third objectives. The Pearson linear correlation coefficient served to measure the fourth objective while the regression referred to the second one. The mean and standard

deviations directed by SPSS led to concluding about this study and deriving the recommendations.

3.9. Ethical Considerations

As far as the research ethics is concerned, to ensure the confidentiality of the information from the respondents and ascertain ethical practices in this study, some strategies were used by the researcher such as to:

1. First seek consent from the respondents to ensure that information collected is not biased.
2. Keep the confidentiality of the respondent information by providing questionnaires without the respondent names, the location and any other identification issues that may let the respondent be a bit known. Such items did not appear on the questionnaire. Instead of all this, the researcher used codes.
3. Ask for permission through a written request to the concerned officials of the three selected NGOs.
4. Acknowledge the authors quoted in this study and the author of the standardized instruments through citations and referencing.
5. At the end of this study, the findings presentation is done in a generalized manner.

3.10. LIMITATIONS OF THE STUDY

3.10.1. Extraneous variables

This is a matter of respondents' honesty, personal biases and uncontrollable settings of the study: The nowadays atmosphere for getting a job seems very difficult because of many reasons. That is why most of the time the employees keep quiet in the presence of difficulties under the reason to think that managers can expel them out when they express that they are neither secured nor retained on their job. So, the potential sources of biased information/ threats to the validity of the findings of this research may be that since respondents were the employees members, the latter can

likely be “yes people” thinking that expressing no satisfaction about job security and employees’ performance means being chased away of the organization!

3.10.2. Attrition

The distribution of the questionnaires was also delayed due to long distances. Again, some of them were not returned because of various factors like sickness, long distance, long unavailability to office and refusal to participate. The questionnaire distribution was totally done: 132 questionnaires (100%) have been spread to respondents; 114 copies (86.4%) were returned back; 4 employees (3%) said that it may take them a long time to fill in the questionnaire while they were very busy; 14 employees (10.6%) were not available at the office for a long time as they were very busy at the field and their questionnaires were not returned.

As a conclusion, minimizing these limitations required the researcher to clearly explain to the respondents why or the importance of carrying out this research. With the regard to the distances, the researcher used his time and afforded the cost to reach the respondents. Again, some fieldworkers who had become familiar with the questionnaire helped to collect the filled copies.

CHAPTER IV

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.0. Introduction

This work was carried out in twelve (12) districts of Rwanda where A.E.E as the selected funded local NGO operates. In addition, it has been very hard to reach technical employees due to the following reasons: those employees are always rushing, they are based on scattered sites, they are always busy and overloaded (as they express it), some of them had annual leave etc. That is why it took me a long time to dispatch and take back the questionnaires. The covered issues in this research are human resource management-bound.

The research was specifically based on employee performance as a dependent variable and how the latter can be enhanced through strengthening the job security - an independent variable. In terms of time scope, it focused on a record period of January 2009 to December 2013 that was characterized by an accelerated employees shifting in the local NGOs operating in Rwanda. Concerning the content scope, it determined the relationship between job security and employees performance. It also examined the reasons of accelerating the employees shifting as stated above.

The findings clarify that the majority of the respondents have witnessed that the applicability of job security and employees performance improvement techniques are still very low. Let us see in details the average of scores that deeply explain the assertion above. The tables below will be commented on briefly referring to the highest points justifying the noticed weakness. The whole questionnaire was thirty three (33) statements or assertions that needed scores. However, some questions were serving as additional. The comments on received scores for every statement of the questionnaire are detailed below.

4.1. DEMOGRAPHIC PROFILE OF THE RESPONDENTS

As one of the components of the used research questionnaire the demographic situation of the respondents is analyzed below. However, demographic issues here are limited to gender (male and female) and educational background or level.

Table 4.1.1: Gender analysis of the respondents

GENDER		
<i>Sex</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Female</i>	<i>35</i>	<i>30.90%</i>
<i>Male</i>	<i>79</i>	<i>69.10%</i>
TOTAL	114	100%

Source: Field data

The first issue concerning the demographic situation of the respondents focused on gender. As the table above clarifies it, 69.10% of the technical employees are male while the remaining percentage of 30.90% is female. As the gender balance issue emerged more in Rwanda, probably one may wonder why the number of female remains low. The reasons behind this status are that the technical employees serve as bulldozer in various tasks. They are obliged to walk a long journey to reach the area of operation which is located in the rural areas. In addition, geographical situation of Rwanda plays an obstacle to this point as this country is full of hills and known as a country of 1,000 hills! As known, many females do not feel comfortable for climbing up and down those hills. Again, field employees are required to be physically fit and having a driving license for motorcycle (class A) while it is rare to find a female with such document.

Table 4.1.2: Educational status of the respondents

EDUCATION		
<i>Qualifications</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Secondary (A2)</i>	<i>56</i>	<i>49.1%</i>
<i>Associate Degree (A1)</i>	<i>9</i>	<i>7.8%</i>
<i>Bachelor's Degree (A0)</i>	<i>41</i>	<i>36%</i>
<i>Masters' Degree</i>	<i>8</i>	<i>7.1%</i>
TOTAL	114	100%

Source: Field data

This table provides the details about the respondents' education background. In terms of numbers and percentages, the majority (59.57%) of employees have finished secondary studies. In other words it wins the first seat. The second seat (20.21%) is occupied by the ones who managed to own a bachelor's degree. The employees with associate degree come in the third position with 14.89%. The last seat but the honorable one takes 5.52% of the employees and those are people who decided to go far in education so that they recently finished the masters program in various domains.

The numbers above are not random! There is a number of reasons behind this employees educational background. One may wonder why the NGOs employ many employees with secondary studies while bachelor's degrees are travelling all over in the roads. The simple response is that we are changing traditional mentality to modern one where the economical situation forces us to invest little in order to harvest big. According to the national labor law and constitution the salaries for any employee is established and calculated basing on the educational level. Without turning around the bush, nowadays, the organizations are benefiting from employing an employee with low educational background but physically able to accomplish the assigned task or work. With this reasoning, they give jobs to many persons while they own little funds. Monthly, one bachelor's salary can pay at least three employees with secondary studies certificates. In fact, the more the educational background increases, the more the salary goes in the same direction. In addition, technical assistance for poor community/ beneficiaries does not require highly educated people.

Objective 1: Determining the job security average in the selected Rwandese local NGO

Before presenting the findings on this issue, it is better to remember its key terms namely "employee performance" and "job security", and their meanings. Through a brief definition, the job security is the probability that an individual will keep his or her job. A job with a high level of job security is such that a person with the job would have a small

chance of becoming unemployed. In other words, it is the level of sureness that an employee has which assures or encourages him/ her to keep the current job. That is to say, with a little chance to unemployed. As part of the content of this research, the collected data in the table below gives us the image of how this issue stands in the selected organization.

This second component of the used questionnaire through this research was made of five (5) assertions that served as an important tool to investigate the information on the level of job security in the selected organization. With the respondents reactions on this item, the researcher managed to determine the level of the job security affects the performance of the employees in the selected organization. However, for a better interpretation and understanding of the collected data, it has been necessary to set the mechanism to help in sieving the gathered information in order to categorize it. The table below helped us more in this chapter because it guides us on categorizing and interpreting the data referring to the questionnaire, our preferred tool that mastered this research.

Average range	Interpretation	Response mode
0-30	Very low	Strongly disagree (SD)
30-50	Low	Disagree (D)
50-80	High	Agree (A)
80-100	Very high	Strongly agree (SA)

As a brief explanation about the interpretation tool above, the first category (0-30%) has a very low interpretation because the respondents reject the assertion totally as if nothing was done. Through the second one, the respondents disagree (but not totally because they have a very little positive issue that was done) and the interpretation is low. The third category of 50-80 as percentage gives the meaning that the completion stands less than the highest level and is considerable. The fourth category as the last one consists of when the number of respondents (the percentage) to an assertion is between 80-100: it means that the assertion is achieved at the highest level so that it

can even reach 100%. For this last category, the respondents strongly agree (they agree without doubt reason why its interpretation is very high) while the third refers to agreeing (they agree with little doubt). With this tool, let us start interpreting the collected data to provide their real meaning in the interviewees' reaction.

Table 4.3: The average of job security in the selected Rwandese local NGO

Statement number	Statement	Frequency	Percentage	Mean	Interpretation	Rank
1	<i>Do not feel secured on their job</i>	92	80.90%	2.95	<i>Very high</i>	1
2	<i>Did not sign the job contract while they are monthly paid</i>	40	35.10%	3.66	<i>Low</i>	3
3	<i>Work without organizational regulations</i>	74	64.90%	1.60	<i>High</i>	2
4	<i>Do not know all organizational regulations</i>	88	77.70%	1.34	<i>High</i>	2
5	<i>Do not know well all they are supposed to do and are not well trained on it</i>	89	77.70%	1.39	<i>High</i>	2

Source: Field data

Concerning the first assertion, 80.90% of the technical employees are not secured on their job! This is a critical situation that the employees are living in. Such a status did not appear randomly. Various factors are involved in: Funded organizations depend on different donors who fund many projects. Some of the donors are very rigid or strict so that they can stop funding the partner organization at any time due to various issues like the world crisis, adding more regulations that are not in the memorandum of understanding (MoU) or the agreement, inflexibility, etc. In addition, the employees are paid by the projects that they are working for, not paid by the organization. It is highly risky because even the work contract is determined by the project duration. In other words, when the project ends, the employee becomes jobless. The project employees

are always restless because they start the project without the hope of its extension. Moreover, many of those projects are nowadays coming have more tasks and short implementation time (short project duration). All these factors put the employees in a hopeless life which lead to feeling a low job security.

Again, With the findings above, 35.10% of the employees work while they did not sign the job contract. So, it is possible for being chased anyhow at anytime. When it happens to be expelled, the employees may not complain because the labor law did not concern him/her. Also among the respondents, 64.90% of them do not have the organizational regulation. Their conduct is based on sayings and verbal rules. That is why 77.70% of the employees witness that they do not know all the organizational regulations that they are supposed to be governed by. It is better to remember that sayings do not explain all things! In such a situation, a employees can do a mistake without knowing it and the result can be firing out him/ her. Believing in talking only leads to a life of confusion because you can't know where you are favored and where you are not. You can even live in fear that results in such situation.

In addition, the 77.70% of the respondents witness that sometimes their task confuse them because they do not know the limit of what they have to do. Additionally, they said that they are not familiar with all the assigned tasks as a result of lack of training about those tasks. In such situation, you notice that the employees are not motivated as it might be. Fulfilling the tasks becomes more complicated because of incomplete equipments, inadequate knowledge/ skills and unlimited responsibilities.

The findings above show in general that the level of job security in the selected organization is low. This is not randomly said because the averages above may not be neglected. As the theories about the job security say, various issues are involved in what is found above. It is better to sign the contract before starting the job because in case it is not done, you work as casual worker, a permatemp, contingent, precarious, contract attorney etc. Also, if the employee has no regulations, what should the work

implementation be based on? An employee with confusing tasks can not be secured as the failure is always close and most of the time it leads the employees out of the job. The task confusion can also result from the organizational role conflict, etc.

Objective 2: Determining the level of employees' performance in the selected Rwandese local NGO

As brief definition, the employee performance refers to the score/ level of how well the job related activities expected of an employee were executed in terms of time, quantity and quality. In a business setting, the goal of employers is usually to decrease employee turnover, thereby decreasing training costs, recruitment costs and loss of talent and organizational knowledge. By implementing lessons learned from key organizational behavior concepts, employers can improve the employee performance rates and avoid the associated consequences.

However, the adequate tree bears the right fruits! It is better to equip the employees with all skills and recruit if possible a talented employee even though he/she may be expensive. The performance may not be seen out while the owner did not feel it first. The applicability of the level the employees' performance improvement is felt in the selected organization is evaluated in the table below that is interpreted soon.

Table 4.4: The average of employees' performance in the selected local NGO

Statement number	Statement	Frequency	Percentage	Mean	Interpretation	Rank
6	<i>Faced/ have problems but they can't tell them to their superiors</i>	97	85.10%	3.68	Very high	1
7	<i>Have a warm willing to quit their organization! They are absent minded!</i>	90	78.70%	3.58	High	2
8	<i>May leave their organization if they get the same salary in</i>	87	76.60%	3.62	High	2

	<i>another one</i>					
9	<i>Are restless when the paying project is tending to the cycle end</i>	102	89.40%	3.78	Very high	1
10	<i>If possible transferred, they have a warm willing to leave the organization!</i>	78	68.10%	3.43	High	2
11	<i>Are not free to express their feelings and views</i>	89	77.70%	1.40	High	2
12	<i>Their job is a routine (nothing new)</i>	76	67%	1.56	High	2
13	<i>Receive/ access the information very late</i>	93	81.90%	1.32	Very high	1
14	<i>Are not proud of being employed in the organization</i>	78	68.10%	1.54	High	2
15	<i>Work while they are not well equipped</i>	89	77.70%	1.35	High	2

Source: Field data

Here, 85.10% of the respondents agree that they faced problems in their jobs but they cannot tell them to their superiors. Living in this atmosphere pushes 78.70% of the employees to having a warm willing to quit their organizations. The 76.60% said that in any case they find a place where they can monthly get the same salary, they may immediately go. In addition, when the employees work, they are not comfortable with the time because the more it runs, the more they are approaching the joblessness. As a justification of this assumption, 89.40% agree that they feel restless when the paying project is tending to its end.

Concerning the views expression, 77.70% agree that they are not free to express their feelings and views so that there will be no bad consequences. Also 67% said that they do not learn new things or knowledge from their job so that they consider it as a

routine. The information flow remains another challenge because 81.90% witness that they access the information very late. With such a situation, one may think that he/she is less considered in the discussed issues.

As consequences to all these previous issues that are not well arranged, the organization loses its reputation in the mind of the employees or even outside. That is why 68.10% expressed that they are not proud of the organizations they work for. Normally the employee is supposed to have all required equipments in order to accomplish well the attributions or the tasks. Some of the employees cannot reach this status because 77.70% declared that they do not have all the necessary equipments.

Generally, all the findings of this table show that the employee performance is still very in the selected organization so that it is recommended to watch over it. Through this table, you can conclude that the employee is morally discouraged because of the workplace status. You also remarkably recognize the low consideration of the employees in the organizational decision making while the implementer (the technical employees) might be consulted before deciding and change.

That is why the implementation can be confusing for the implementing employee does not understand and see it in the same way with the managers. The implementation with incomplete equipments, unlimited responsibilities and inadequate skills becomes very difficult and more confusing. The atmosphere above leads us to concluding that the employees performance improvement applicability in the selected organization still needs a certain improvement for reaching a good level.

Referring to the theories about the employee performance, this is very strategic: to achieve a good level of performance, the employees may be well motivated and equipped. When the two issues are not considered, the employees can never improve

the performance. The motivation is very wide, but in the table above, we see that the employees do not have rights to express the views. With the new ideas, as a manager you can know what to strengthen and what to change. When you do not recognize a change or innovation, that is why 67% of the employees consider their job as a routine. Moreover, one of the remarkable obstacle to reaching a high level of employee performance is the workplace conflict, a situation that caused problems between the workers while they can not express their views for the problems solving.

Objective 3: Examining if the selected NGO apply employees’ performance improvement techniques

As previously said in this research, one of this research importance is to investigate the applicability of employees’ performance improvement techniques in the selected local NGO. It is necessary to set up a series of measures to help the employees improving their performance in any organization. This is what we call in other words “techniques”.

It refers to establishing the system that will satisfy the employees so that their mind and wishes may not always fly to other organizations. Whenever the employee works in such atmosphere, he/she cannot be productive because he/she works with an absent minded mood. This status reduces the employees organizational ownership so that they work as slaves and under the supervisor’s eye. At this level, the employee cannot maximize his/her competences to work for the organization. The reported achievements remain lies, only waiting for the payment and another job elsewhere. The investigated applicability of performance improvement techniques will be detailed below in the next table.

Table 4.5: The average of employee performance improvement techniques application

Statement number	Statement	Frequen cy	Percen tage	Mean	Interpre tation	Rank
16	<i>Their views are not considered by other employees.</i>	87	76.6%	3.61	High	2
17	<i>Feel useless for the organization! It deceived them</i>	82	72.3%	1.48	High	2
18	<i>Faced problems but did not find the opportunity to ask them</i>	92	80.90%	3.63	Very high	1
19	<i>Wish a certain change in their job</i>	113	98.90%	3.99	Very high	1
20	<i>Asked question about their job but did not get a feed back</i>	90	78.70%	3.65	High	2
21	<i>Asked questions but were given unpleasant/ unsatisfying answers</i>	99	87.30%	1.29	Very high	1
22	<i>Must work extra hours to fulfill their attributions</i>	97	85.20%	3.75	Very high	1
23	<i>Have problems of working extra hours</i>	101	88.30%	3.78	Very high	1
24	<i>Suffer most of the time from stress caused by their job</i>	98	86.20%	3.72	Very high	1
25	<i>Some employees bother them on their job</i>	94	82.90%	3.66	Very high	1
26	<i>Were in conflict with their neighbors but their superiors did not intervene</i>	74	64.90%	3.39	High	2
27	<i>Do not receive all job advantages as assigned by the labor law</i>	87	77.70%	1.42	High	2
28	<i>The organization does not do its best to help me enough improving my performance</i>	79	69.10%	1.57	High	2
29	<i>Are not involved in the organizational change</i>	93	81.90%	1.37	Very high	1
30	<i>Their salary does not match with attributions, experience and studies level</i>	90	78.8%	1.36	High	2

Source: Field data

The interpretation of this table leads us to understanding how the performance improvement is felt on behalf of the respondents. The collected data about the questionnaire assertions explains more about it. As explanation to the above table, briefly, it is generally very difficult to witness that an employee with the scores above cannot wish to shift from the current organization to any other one! All the fifteen (15) statements have very clear data which shows that the employees are not satisfied with their job, reason why even the performance may be low as the result of the its low improvement techniques. Let us examine it as the data express it. Everyone needs to be considered in society and wherever people gather in big number. This issue leads to feeling self confident and psychological motivation.

However, it is not the case in this research because 76.6% say that their neighbor do not consider their views or suggestions. When the employees do not work in harmony, they can not wish to continue working in that place or organization. In addition, 80.90% of the employees faced problems and did not get an opportunity to say them; and 98.90% wish a change on their job while there is no way to express it. This is very dangerous because when people work in such a status they can't be motivated. The result becomes poor achievement, tiredness and some diseases that may weaken the body. The trauma also can appear. These are the major signs of low performance among the employees.

Also, in this set of expressing the feelings and views, matters are still governing: 78.70% of the same employees have managed to ask some crucial questions as complaining and were not given a feedback. Again, for easy asked questions, the provided answers were completely unpleasant. In details, the employees have a huge number of questions that they divide into categories according to the way they value them. That is why they have not asked some; the heaviest ones for the fear of consequences. Questions in the second category that are asked were not answered. The last category of seeming easy question that were asked have been unpleasantly

answered. This is a very strange situation by which the employees may have the intrinsic deviation to work as robot, not humanly as a result of lack of views expression.

Concerning the work time, it is remarkable that the employees are overloaded: 85.20% of the employees are obliged to work extra hours for at least accomplishing their attributions. This unpaid time causes other problems as the interviewees (88.30%) witness it in this research data. Consequently, 86.20% of the interviewees express that they suffer from diseases caused by the stress like the endless tiredness, headache, sleepless etc. they also get a little time to occupy themselves on their personal affairs. This situation can create more dangerous issues in the household because the long absence of the spouse may lead to disputes, false judgments and separation. Again, when the children do not see one of their parents on the right time, they can deviate from good values to bad ones.

Again, for a better implementation of tasks in the workplace, it would be good to work in harmony or as a team. However, it is not the case: 82.90% of interviewees said that their neighbors bother them on their job. This can be a result of attributions that may not be well defined, insufficient materials, stress diseases etc. As a result of this situation, 64.90% of the employees entered into conflict between them. More awful, those who were in conflict managed to complain to their superiors who did not intervene for conflict resolution. This management is very dangerous because it generates more strange issues in the future. When people dislike each other while they work in the same area they cannot work as a team, reason why the harmony is missing. That is why 69.10% of the respondents failed to be collaborative with this miserable situation and ended by concluding that their organization does not do its best to help the employees performing enough.

More problematic, some of the employees who were interviewed witness that they do not receive all job advantages as assigned by the labor law. The 77.70% of them is the percentage that complains for this assumption and is not a number to be

neglected. For an organization or an institution, it is very critical to have such a huge number because everyone in the country is under the law. This means that, even though they are working in Non Governmental Organizations, they may be treated as other working citizens. The implication on this issue remains that the organization will one day be taken to court by its employees. It is better to see how to solve this serious problem before the tragedy coming.

Performing well and more requires an employee to feel valuable in his working company. However, 72.3% of the interviewees feel useless for their organizations (they can't change anything as they feel). It is very harmful and it is a great symbol of low performance improvement. Again, 78.8% agree that their salary does not match with the attributions they are in charge of, experience and studies level. In such a case, it is necessary to know that people need a job with a good salary. For sure, when the wage is too low, the employees plan always to leave the organization or accomplish few tasks that match with the received wage.

In addition, one of the most employees' performance improvement and feeling strategies is the involvement of the employees in any organizational change because they are the ones who implement it. However, 81.90% of the technical employees agree that they are not involved in such changes. For no doubt, changes that come in that way cause rumor, more negative thinking and difficulties.

Objective 4: Establishing the relationship between the job security and employee performance in the selected NGO in Rwanda

As a reminder explanation on this issue, the job security is the probability that an individual will keep his or her job. A job with a high level of job security is such that a person with the job would have a small chance of becoming unemployed. The employee performance refers to the score/ level of how well the job related activities expected of an employee were executed in terms of time, quantity and quality.

As far as this issue is concerned, the relationship means the implication and the impact the two terms engage on each other. It is the correlation between the job security and performance. For sure, they meet somewhere as one can be the indicator of another one. Moreover, the two variables influence each other, reason why it is assumed that they have a certain relationship that the data in table below clarify.

Table 4.6: The relationship between job security and employee performance

Statement number	Statement	Frequency	Percentage	Mean	Interpretation	Rank
31	<i>Agree that an employee cannot perform well without being secured on his/her job</i>	93	81.90%	3.71	<i>Very high</i>	1
32	<i>Agree that the job security influences more an employee performance</i>	87	76.60%	3.54	<i>High</i>	2
33	<i>Agree that the employee's performance and job security move hand in hand</i>	105	92.60%	3.85	<i>Very high</i>	1

Source: Field data

The interpretation of the three (3) assertions on this issue has categorized them into two (2) classes of rank namely "very high" and "high". This refers to the event that the provided information has to be more considered. Very high averages of respondents (81.90%) say that an employee cannot perform well without insuring his/her job security. As an implication, performing well for an employee requires first to ensure his/her job security. So, the job security plays the master importance in employees performance. That is why 76.60% witnessed that the job security has a high authority on influencing employee's performance. In addition to this, 92.60% expressed their views

seeming to conclude these two previous issues by saying that preferably employees' performance and job security move hand in hand. This means increasing or decreasing together. In other words, they go in the same direction.

For clearly clarifying the relationship (correlation) between the job security and employee performance in the selected local funded NGO in Rwanda, we need to establish the correlation between these two variables in a table below. The correlation that is established is not random. There was used SPSS software that specialized in calculating such issue and other statistical issues that nobody can count it with a bare head. Let us see what results that the Pearson formula established below:

Correlations

		Q31: An employee cannot perform well without being secured on his/ her job.	Q32: The job security influences more an employee performance.	Q33: The employee's performance and job security move hand in hand.
Q31: An employee cannot perform well without being secured on his/ her job.	Pearson Correlation Sig. (2-tailed) N	1 114	.271** .004 114	.005 114
Q32: The job security influences more an employee performance.	Pearson Correlation Sig. (2-tailed) N	.271** .004 114	1 114	.414** .000 114
Q33: The employee's performance and job security move hand in hand.	Pearson Correlation Sig. (2-tailed) N	.264** .005 114	.414** .000 114	1 114

** . Correlation is significant at the 0.01 level (2-tailed).

As far as the correlation is concerned in the last objective of this study, let us establish in details how it stands through the findings from the field where the data were collected. The table above shows that with the significant level of 0.01, there is the relationship between the employee job security and his/her performance that equals to 0.271. Moreover, with the significant level of 0.01, there is the high relationship of moving hand in hand the job security and performance of employee (s). Briefly, what is verified and concluded through the research is that for the real organizational success, an employee is required to be secured in order to be fully productive. That is why there is no high performance without job security.

CHAPTER V

DISCUSSION, FINAL CONCLUSION AND RECOMMENDATION

5.1. Introduction

This chapter is the last one of this research and it deals with the discussion about the research objectives, the final conclusion and ends by providing the recommendations. Discussing refers to illustrating the correlation between the theoretical part of this research and the practical one. In other words, this connection is done between the second chapter and the fourth one. The final conclusion that is given in this chapter stands for the summary of the decision made by the research findings. As some areas have been reported with gaps, there are suggestions for improvement that the researcher proposed as a set of solutions.

5.2. Discussion

This research has four objectives namely determining the level of job security, determining the level of employees' performance, examining if the selected NGO apply employees' performance improvement techniques and establishing the relationship between the job security and employee performance in the selected NGO in Rwanda. Each objective is discussed here to illustrate its position of relationship in terms of theories and practice.

The first objective was determining the level of job security in the selected local NGO. As a reminder, the job security is the probability that an individual will keep his or her job. The theoretical part of this research stated some factors that affect the job security like economy, individual's personal skills and prevailing business conditions. The practical part has justified the business conditions as major factor by gathering the workplace status for the employees. It has been remarkable that some employees work without signing a contract, others are not well initiated on organizational regulations and

do not know all tasks they are supposed to deal with. Through this situation, the verdict has been that the job security level in the selected local NGO still need improvement.

In addition, the level of employees' performance in the selected local NGO was evaluated. This issue refers to the level of how well the job related activities expected of an employee were executed in terms of time, quantity and quality. As important factor on this item, the workplace conditions and the surrounding environment play a great role in strengthening the level of employee performance or weakening it.

For an employee to have a high performance level, some requirements are working in harmony with the employees team, getting new skills, being well equipped and having the rights to express the feelings and views. However, the above referred requirements application in the selected organization is still in need of improvement. It has been noticed that a good number of employees work in absent minded status because their mind and eyes are focused to other NGOs rather than the organization they are currently working for. This issue is also witnessed by previous researchers in the related works.

Again, as the third objective of the research, the application of employees' performance improvement techniques was assessed. Theoretically, some of the techniques that help in employee performance improvement include valorizing the employees and let them express their views about the job, involving them in all organizational changes, conflict resolution in case it happens and giving the right feedback to any employees complain. The salary and task may at least match.

Practically, it has been justified that some employees feel invaluable for the job and they fear much to express their views about the work. Also, the changes are for sure happening but the implementers (technical/ field employees) are not involved. More problematic, some of the employees are in conflict while their superiors did not intervene to solve them. Very strange, even those who managed to present their complains did not get any feedback. Some of the employees are not happy with the salary they get as it

does not match with the attributions they are in charge of. As general view, the concerned application still need an improvement to reach a good level. This is the same truth with Bosco (2009) in his work known as "Organizational motivation and performance in local Rwandese NGOs.

Finally, the relationship between the job security and employee performance in the selected NGO had to be established. In theories, there were three questions that needed answers from the practical part. Those questions were: can an employee perform well without the job security? Does job security influence the employee performance? Do job security and employee performance move hand in hand/ in the same direction? All the three questions have been answered in practice. It has been decided that no employee can perform well while he/she is not secured on his/her job.

Unsecured employees work absent minded as the determination focuses on other organizations where she/he wants another job rather than the current organization that employs him/her. Consequently, the job security influences more the employee performance: high job security creates more employee performance, achievements and more organizational ownership. That is why as a result and conclusion, the job security and employee performance move hand in hand, either positively or negatively. That is to say that they both increase or decline together.

5.3 FINAL CONCLUSION

Based on the findings above, as the hypothesis of this work was set, it has been proven that there is a significant relationship between the job security and the employees' performance in Rwandese selected funded local NGO. The job security decreases or raises hand in hand with employees' performance. In addition, the employees' performance improvement techniques may play a very important role in

Rwandese selected funded local NGOs for the sustainability of achievements when applied.

The manager of this organization may know that the loss of skilled manpower causes the delay in tasks accomplishment and unpredicted expenses to train the new one to replace the former. Again, the job security or insecurity has a certain impact (either positive or negative) on the quality and quantity of achievements. A secured employees performs well and more because he/she feels more organizational ownership while the unsecured one works absent minded even though present physically.

As proved by the research findings, the employees are not secured: they (majority) are unhappy to be employed in their organization. They also agree that employees' shifting is caused by unmet needs in their job. The employees do not have the freedom to express their ideas/ views. They conflicts between them are not solved. They carry a burden of problems that they cannot tell their employer.

They complain for unrewarded extra time that they work. Many of them suffer from diseases resulting from tiredness as expressed by the respondents. Also, they witness that they do not know all organizational regulations for they did not receive them. They are warmly waiting for any job opportunity in other organizations/ institutions. Very dangerous, they are not involved in organizational changes! Some of them are not trained on their attributions and do not know all what they are supposed to achieve!

The implied interpretation of the findings in the detailed tables and the summarized on above clarify that the employees who were the respondents expressed their warm willing of leaving (if possible) their organization for being employed by another one. As shown by scores, the majority wish a change in their jobs, but they can't say it for probably fear of inconveniences. They also miss an opportunity or a secured way to communicate their views to the manager or superiors. A very strange issue is that the organization does not have a disciplinary committee so that more than a half of

employees (64.9%) were in conflict while their superiors did not intervene! This means that, even though the employees are still on work, they live with a sleeping fire (anger) between them, which may wake up any time and cause more damages (wrong doings/deeds like fighting etc between employees).

The job security is the probability that an individual will keep his or her job, with a small chance of becoming unemployed. Developing a range of strategies to ensure and strengthen the issues above may lead to many positive outcomes to be achieved. These outcomes include higher profitability, improved customer satisfaction; keeping the organizational talents, fastening targets achievements, increasing organizational development, and promoting performance. These strategies as detailed in this thesis, when practiced, may help to solve the current problem of employees shifting in various Non Governmental Organizations.

RECOMMENDATIONS

The work about the concerned research topic has been successful and got some areas of improvement. The criteria for the job security and employees performance are not totally respected. That is why, based on experience and the findings of this research, the researcher suggests four recommendations as listed below:

Based on the findings of this research, the employees job security needs to be improved. The NGO and employees may help each other to fulfill the requirements for securing the staff like job contract signing, sharing the organizational regulations and being familiar with assigned responsibilities. The daily consultation of organizational regulations and the national labor law may play a great importance and avoid upcoming problems.

In addition, the level of employees performance has to be increased for the organizational success. As various reasons or causes of low employee performance were identified, it is better to focus on day to day to help the staff perform well. It will be nice to create a free expression of views for the staff, provide new skills to them and equip the staff properly.

Moreover, as employees' performance improvement techniques application were raised as an issue that still faces some gaps, the organization has to consider the listed causes (and probably other related suspected ones) and do its best to find remedies. The major issues to deal with are increasing the employee motivation, spreading the information flow, valorizing feedback about employee complains and involving the staff in all organizational change.

Finally, the organization and other concerned institutions (like Government etc.) have to valorize the relationship between the job security and employee performance. It has to set up a working methodology that helps increasing the employee job security and performance so that they rise hand in hand. The daily reminder chorus to the managers may be that a secured staff performs effectively and efficiently.

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COLLEGE OF HIGHER DEGREES AND RESEARCH

DEPARTMENT OF ECONOMICS, BUSINESS AND MANAGEMENT

August, 17th, 2012.

**INTRODUCTION LETTER FOR LEONCE TWAGIRUMUKIZA REG.NO.
MBA/20057/82/DF TO CONDUCT RESEARCH IN YOUR ORGANISATION**

The above mentioned candidate is a bonafide student of Kampala international University pursuing a Master's of Business Administration.

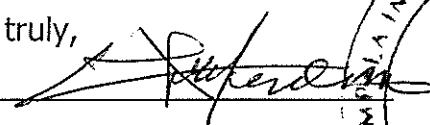
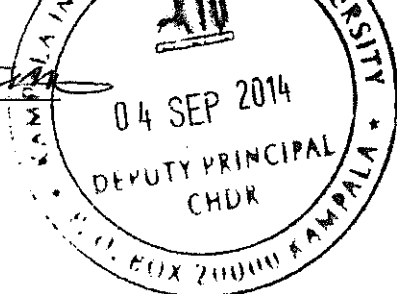
He is currently conducting a field research for his dissertation entitled "**Job Security and Employee Performance in selected Funded Local NGOs, Rwanda: The Case of AEE, Rwanda**".

Your organization has been identified as valuable source of information pertaining to his research project. The purpose of this letter then is to request you to avail him with pertinent information he may need.

Any information 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 truly,

Dr. ES Kasenene
Deputy Principal, CHDR.

QUESTIONNAIRE FOR TECHNICAL/ FIELD STAFF OF SELECTED NGOS

Dear Sir/ Madam,

I am a candidate for Masters of Business Administration at Kampala International University with a dissertation on *"Job security and employee performance in selected funded local NGO, Rwanda"*. As I pursue to complete this academic requirement, may I request your assistance by being part of this study? Kindly provide the most appropriate information as indicated in the questionnaire and if possible, 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 the questionnaire one week after you received it/them?

Thank you for your cooperation

Faithfully yours.

LEONCE TWAGIRUMUKIZA

Masters candidate

INFORMED CONSENT

I am giving my consent to be part of the research study of Mr LEONCE TWAGIRUMUKIZA that will focus on *"Job security and employee performance in a selected funded local NGO, Rwanda: The case of A.E.E"*.

I shall be assured of privacy and confidentiality and I will be given the option to refuse participation or withdraw my participation at any time.

I have been informed that the research is voluntarily and that the results will be given to me if I request them.

Initial/ Signature:

Date:

Code number		

**QUESTIONNAIRE FOR JOB SECURITY AND EMPLOYEE PERFORMANCE IN A
SELECTED FUNDED LOCAL NGO, RWANDA: The case of A.E.E**

**A. Questionnaire to identify the demographic characteristic of the respondents
in terms of sex, ages and education and status**

IDENTIFICATION OF THE RESPONDENT

General information on the respondent

Staff status: Technical/ Field staff

Academic Qualification:

Primary ☐

Vocational training ☐

Secondary (A2) ☐

Associate Degree (A1) ☐

Bachelor's Degree (A0) ☐

Masters' Degree ☐

Gender:

Male ☐

Female ☐

INSTRUCTIONS AND INTERPRETATIONS OF SCORES

This questionnaire has to be answered voluntarily and honestly. Its sections are made of assertions that do not require calculations or documentation to get the answer. In addition, there is no need to write voluminous sentences. Only to express your views based on what you know and the life you live in your workplace. It is very easy! Only, read it carefully, understand it and score it. Please, don't rush. Again, don't leave any assertion unanswered or not scored. This expression of views uses the indicated numbers (1, 2, 3, 4). Every number has its own meaning at every assertion. The table below shows clearly the meaning and interpretation of every number as follows:

Score	Response mode	Description	Legend
1	Strongly Disagree	You disagree without any doubt	SD
2	Disagree	You disagree with some doubt	D
3	Agree	You agree with some doubt	A
4	Strongly Agree	You agree without any doubt	SA

For each of the statements below, please indicate the extent of your agreement or disagreement by writing your rating in the provided space (-----). Use the numbers above (Score) according to their meaning above.

A. Objective 1: Determining the level of job security in the selected Rwandese local NGO

- (1) I do not totally feel secured on my job.
- (2) I signed a job contract with my organization.
- (3) I have all organizational regulations that I have to respect.
- (4) I know all organizational regulations that I have to respect.
- (5) I know well all I am asked to do and I am well trained on them.

B. Objective 2: Determining the level of employees' performance in the selected Rwandese local NGO

- (6) I have problems related to my job, but I can't tell them to any staff/ superior.
- (7) If I get a job elsewhere I can immediately leave this one (regardless of other Considerations).
- (8) If I get a job elsewhere that pays the same current salary, I can immediately go.
- (9) I don't feel at ease when a project that pays me is almost closing or ending its cycle, under the reason that I can be jobless.
- (10) If I was sent by my NGO in another organization without coming back, I may go happily.
- (11) I am free to express well my feelings and views in my NGO.
- (12) Since I started my job I got new skills/ knowledge.
- (13) I easily get any information concerning my job on time.
- (14) I am well satisfied to be employed by my NGO.
- (15) I have all the needed materials to accomplish my job.

C. Objective 3: Examining if the selected NGO apply employees' performance improvement techniques

- (16) My views are not considered by other staff.
- (17) I feel that I am a valuable employee in my NGO.
- (18) I faced problems and I did not find the opportunity to ask them.
- (19) I notice that many issues related to my job should be changed.
- (20) I asked questions related to my job but they have not been answered.
- (21) I am satisfied with the answers/solutions to the questions I asked/ faced problems.
- (22) My job attributions require me to work extra hours to fulfill them.
- (23) I have more problems of working during extra time.
- (24) Most of the time I suffer from stress because of my job.
- (25) There are some staff who bother/ embarrass me on my job.
- (26) I was in conflict with a staff but our superiors did not intervene.

----- (27) I know and receive all job advantages as assigned by the labor law.

----- (28) The organization does not do its best to help me enough improving my performance.

----- (29) I participate in all occurring changes related to my job.

----- (30) My salary matches with my attributions, experience and studies level.

D. Objective 4: Establishing the relationship between the job security and employee performance in the selected NGO in Rwanda

----- (31) An employee cannot perform well without being secured on his/ her job.

----- (32) The job security influences more an employee performance.

----- (33) The employee's performance and job security move hand in hand.

Thank you for your participation,

The researcher

T. Léonce

RESEARCHER'S CURRICULUM VITAE

PERSONAL PROFILE

- **Names:** TWAGIRUMUKIZA LEONCE
- **Nationality:** RWANDESE
- **E-mail:** twagiraleon@yahoo.fr
- **Place and date of birth:** Western Province, August 1980
- **Marital status:** Married
- **Place of residence:** Eastern Province

EDUCATIONAL BACKGROUND

- ✓ 2011-2012: Masters Candidate at Kampala International University in MBA.
- ✓ 2002-2006: University studies at the National University of Rwanda where I was awarded a BACHELOR'S DEGREE in ARTS AND HUMANITIES.
- ✓ 1995 – 2001: Secondary studies at G.S St André (at Kigali) where I got a DIPLOMA IN LETTERS.
- ✓ 1988 – 1995: Primary studies at Karengera primary school (Nyamasheke district).

WORK EXPERIENCE

I worked for NGOs since 2007, after getting my bachelor's degree in Humanities and Arts. Briefly, I am Rwandese, experienced in working with community development programs since 2007 up to now (2013). I worked for various projects funded by many donors like USAID, CARE International etc. Up to this year, it is a period of seven (7) years of field works through which I have been a member of programs coordination. I was a "Field Supervisor" or a "Project Coordinator". Since 2014, I work as Enterprise Development Professional (EDP). These positions helped me to explore well the importance of the field/ technical staff and how they are vulnerable to short term projects. They achieve more by struggling for the organizational progress and reputation. However, they are neither motivated properly nor retained! Their job security is too low. That is why I was motivated to do a research on such issue to awaken the organizational leaders to be aware of it.

T. Léonce