

**THE PRIVATE SECTOR AND LABOUR CONDITIONS IN KAMPALA
DISTRICT (UGANDA)**

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DECLARATION

I declare that this is my original work and has never been presented in any institution of higher learning except for citations which are fully acknowledged.

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APPROVAL

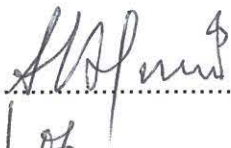
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DEDICATION

This research is dedicated to beloved parents Mr. and Mrs. William Rwabuneeza for parental love, care and support through out my course, my brothers, sisters for their advice, support and encouragement.

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ABSTRACT

This study was carried out in Kampala district. It covered employment in the formal private sector organizations in various sectors ranging from educational, health to constructional services.

The major objectives of this study was to examine the private sector development and its implication in determining the employment conditions under which the employees in the formal private sector organizations worked, the existing laws and regulations governing the working conditions in private sector organisations, the existing government interventions and also sought the effective policy recommendations for better employment conditions in the formal private sector organisations

The study employed both qualitative and quantitative approaches; the interview and a structured questionnaire were respectively used.

The respondents in this study were both the employers and employees in the private sector organisations. Central Government officials were also interviewed. The formal private sector organisations included International Hospital Kampala, Top Hill Academy, Maganjo Grain Millers and ZZimwes Construction Company. This study was based on a theory that the private sector development had contributed greatly to increased employment opportunities particularly and economic development generally.

Through this study I was able to realize that the structural adjustment policies/ programmes created and helped the growth of formal private sector organisations among other factors. It was also found out that although the private sector organisations have contributed remarkably in employment creation, the terms and conditions of work in these sectors still need a lot of improvement.

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background to the study

Since the 1960^s Uganda's economy grew at just over 5% per annum. With the onset of political instability and turmoil in the 1970^s the growth momentum was lost and economic growth declined by about 4% per annum in the 1970^s and early 1980^s. During this period, most of the African countries experienced economic depression which radically affected policy formulation and implementation and ultimately brought poor living conditions to the people.(Geest and wignanja 1996)

With the coming to power of the National Resistance Army/Movement (NRA/ M) government, the situation started to change. It became necessary to adjust and restructure the Economy so as to overcome the adverse economic situation. As a consequence, structural adjustment policies engineered by the World Bank and International Monetary Fund were introduced. These measures included trade liberalization, retrenchment, privatization, which would positively change the economy; especially employment and labor conditions.

As a result public sector reforms were made with an aim of downsizing the sectors to an affordable level through retrenchment of the civil servants, demobilization of the army and "selling off" most public sector enterprises. Labour in public enterprises was reduced from 387,277 people in 1988 to 302,000 people in 1995 (Republic of Uganda, 1989; Geest and Wignanja 1996).

The government also started implementing the privatization programme so as to reduce the inefficiency in the parastatals and to liberalize the economy.

The privatization Programme started in 1991 with the establishment of Divestiture and Reform Implementation Committee (DRIC) to privatize 156 public enterprises. It was a slow project but with the enactment of the Public Enterprises and Divestiture statute of 1993, it gained momentum.

As noted by Ssemwogerere [1999], this had both negative and positive effects; created unemployment increased poverty levels, lowered standards of living and weakened the rate of saving for future investment.

By to date the private sector has continued to grow and gain speed. In some cases, the growth rate is high while in other stagnated. This is because of government's fiscal and monetary policies.

In Uganda, the private sector is dominated by small scale farmers and private firms. It is still weak and fragile. Most of the enterprises are small scale operators employing less than 20 people who are at times relatives of the proprietor. Therefore the government still has a lot to be done to bring the private sector to the required level. To achieve this, many questions come to the limelight:

(a) What is the role of the government in the private sector?

(b) And why should it get involved in its affairs?

The answer to the above questions could be that the private sector forms the largest part of the economy and plays a big role in determining the economic growth and development of the economy. If government fully facilitates the private sector, then many employment opportunities would be availed. This is because the formal sector is still weak and cannot provide employment to

- (a) To establish legal requirements for the adequate labour conditions.
- (b) To assess the extent to which the private sector contribute to labour conditions in Kampala (Uganda).
- (c) To find out the existing government programmes or interventions which help to regulate labour conditions in the private sector?
- (d) To investigate factors affecting labour conditions in private sector in Uganda.
- (e) To make effective recommendations and lay down strategies to improve the labour conditions in the private sector.

1.3 Research Questions

1. Does the private sector play any role in influencing labour conditions?
2. What are the conditions on which the employees are subjected to in the performance of their duties
3. What is nature and composition and challenges do employees face at their place of work
4. What recommendations can one make to improve on the working conditions of the employees?

1.4 Rationale of the Study

The private sector is part of the economy whose ownership control is within the hands of private individuals. In Uganda the private sector has grown and expanded as a result of structural adjustment policies engineered by World Bank and international monetary fund such as privatization, liberalization and retrenchment. As a result the private sector is increasingly becoming the main

everybody. It's only the private sector which can fill this gap with the following put in place;

(a) Transparency and accountability

(b) Fair taxes and openness in the governance of this country

(c) Macro economic stability.

It is therefore against this background that this research is made so as to assess the private sector in determining labour conditions in Kampala district of Uganda.

1.1 Problem Statement

The unemployment rate in Uganda is still high, according to the (ministry of labor and social welfare report 1997) it was approximately 48%.the creation of robust private sector is important to absorb all the skilled graduates from high institutions of learning and semi skilled labour-force. Many scholars stop at only employment creation and they forget that employment conditions are as important as increasing the size of the private sector. This study therefore postulates that only robust private sector that promotes better working conditions, that is able to contribute optimally to the Ugandan economy. The study therefore seeks to assess the contribution of the private sector to the improvement of working conditions.

1.2 Objectives of This Study

1.2.1 General Objective

The general objective is to assess labour conditions in the private sector in Kampala District (Uganda).

1.2.2 Specific Objectives

The specific objectives of this study were;

engine for economic growth and development, working through the agricultural sector, industrial sector and service sector.

The private sector has begun to take the lead in the economic recovery process and the government is committed to creating an enabling environment that will attract and encourage the private sector enhance its contribution to sustainable economic growth and employment creation. The government's commitment is reflected particularly in the investment code (1991) that provides benefits, incentives and protection for local and foreign investors.

Consequently the private sector contributed about 20% towards GDP and about 2.2million people are employed in the private sector (Omar Kabbaj 2003). However, the only problem which is not addressed is the labour conditions in the private sector whether the private sector improved on the labour conditions or conditions are degrading. The study therefore seeks to assess the contribution of the private sector to improvement in the working conditions.

1.5 Significance of This Study

This study is significant in that:

- (a) The study helps to update the literature on the private sector activities and the challenges faced by the employees in the private sector and expand on the knowledge base of this little known topic.
- (b) This study also helps the government to formulate the comprehensive national employment policies given that they are almost non- existent in the country.
- (c) It broadens the researchers' intellectual understanding of the operations and challenges of the employees in the private sector.

(d) It also provides the necessary premises for future research for academicians, professionals and researchers.

(e) It will also provide and makes recommendations (based on the results of the research) for positive change in private sector operations and employment challenges, faced by the employees.

(f) This study also provides adequate information that could be used by trade unions in analyzing the causes of strikes and conflicts in private organizations. Thus it is meant to provide a solution to the current problems at places of work in the private sector.

(g) It helps the government through the UIA to analyze the appropriate institutions to license especially as employment and labour conditions are concerned.

CHAPTER TWO

2.0 LITERATURE REVIEW

In this section of the study, the literature related to this topic under study is reviewed under subtopics which include the nature of economic development of developing countries before the introduction of the Structural Adjustment Policies, why the Structural Adjustment Policies (SAPs) were introduced by World Bank and international monetary fund, the impact of SAPs on these economies with reference to Uganda i.e. retrenchment ,liberalization and privatization, the nature of private sector and its impact on labor conditions, legal frame work for private sector labor conditions and a critical analysis of the given literature.

2.1 Theoretical Frame Work of the Study

This study is situated within the context of the structural Adjustment Programme introduced in Uganda by World Bank and international monetary fund (IMF)

2.1.1Back ground to the structural adjustment programme

Theorists of this study like Omar Kabbaj (2003),assert that African countries entered the 20th century facing, perhaps the most daunting development challenges of any region in the world. For most African countries, the post-independence period has been marked by far-reaching political, social and economic challenge and in many instances, by severe civil unrest. While there have been encouraging cases of success, the overall development record of the continent is disappointing, the number of people living in absolute poverty has reached close to half of the population and this figure continues to rise. The situation is alarming. It is reflected in a number of features;

- o Low levels of living which are manifested quantitatively and qualitatively in form of low incomes, inadequate housing, poor health, limited or no education, high infant mortality, and low work expectancy, and in many cases a general sense of malaise and hopelessness. For example in 1988,

81% of the world's total income (US \$12650 billion) was produced by less than 23% of world's total population living in economically developed countries.

- o Low levels of productivity; Most developing countries in Africa have relatively low levels of labour productivity that is output per unit of labour, this is mainly due to severe or absence of complementary factor inputs such as physical capital or experienced management, this has resulted in low levels of GNP such as, Uganda in 1985 -2.6, Ngeria 1.9, Benin -0.2 among others.
- o High rates of population growth and dependence burdens. In 1990, the World population was estimated at 5.3 billion of which more than ¾ lived in less developed countries of Africa, Substantial dependence on agricultural produce and export of primary products, Dominance, dependence and vulnerability in international relations. For many countries in Africa a significant factor contributing to low levels of living, rising unemployment, poor working conditions and growing income inequalities, external debt is the highly unequal distribution of economic and political power between the poor nations (the South) and rich nations (the North). This is reflected in the ability of rich nations to dictate terms with respect to technology, trade, foreign aid, governance and private capital movement. To the situation a solution had to be thought.

2.1.2 The structural Adjustment Programmes

Introduction of SAPs

It was against the above back ground that the IMF and World Bank came up with the Structural Adjustment Policies (SAPs) as a measure to reduce inefficiency in the public enterprises, reduce the government expenditure in non-productive public enterprises, under employment and reducing external debts accumulated and promote policies aimed at developing these economies. And improvements in

insights and rationally coordinated system of policy measures for the removal of undesirable conditions that have perpetuated a state of underdevelopment. (Chossudovsky, Michael 2003).

As put by Okwi, Matovu and Mpungu (2001), structural adjustment policies are conditionalities which countries must follow in order to qualify for the new world bank and international monetary fund loans and help them have debt repayments on older debts owed to commercial banks. The debts had accumulated for example in Sierra Leone, in 1985 the total external debt was close to US\$ 6.4 billion, and in Uganda in 1985-1987 the total external debt was close to US\$ 3.2 billion. The African countries face debt overhang, indicated by a high solvency ratio of about 200% and however per capita income of about US\$ 420.

Although Structural adjustment policies, are designed for individual countries but have common guiding principles and features which countries must follow which include; Trade liberalization, currency Devaluation, Reduction in size of public service, privatization among others.

Trade liberalization

This is one of the policies of World Bank and IMF introduced in Uganda to improve on the economic growth and development. In 1987 Uganda was to implement both external and domestic trade liberalization. External trade liberalization included a whole range of measures that included lowering and binding of tariffs, implication of trade procedures and abolition of licensing as well administrative controls. Domestic trade liberalization included elimination of state control and monopoly commodity marketing boards (state companies), liberalization of foreign exchange markets as well as attempts to open rural through improvement of infrastructure so as to have access to markets and reduce government expenditure and increase government revenue through expansion of private sector participation.(Chossudovsky,Micheal 2003).

Devaluation of the currency

This policy was also introduced by World Bank and IMF in 1987. This policy of devaluation aimed at reducing the value of the local currency in terms of foreign currencies. The policy aimed at making the local currency cheaper and of less value while foreign currency becomes expensive. The rationale was to improve on the Uganda's economy by discouraging imports, encourage exports, improve on balance of payments and promote self reliance. This will increase direct foreign investment, enhance rights of foreigners in Uganda consequently expansion of private sector.

Reduction in the size of public service

This policy of reducing the size of public service aimed at cutting government expenditure through retrenchment and privatization so as to have balanced budget and not overspending. The policy of retrenchment aimed at improving public reforms by down sizing sector into affordable level. As a result 170000, public servants have been retrenched while further restructuring and nationalization of public enterprises under privatization and divestiture could lead to further shedding of labour . To bring the sector to an affordable level. Besides about 50000, soldiers have been demobilized, the districts review and restructuring of staff resulted into shedding of about 1277 employees, international Labour Organization (ILO). Consequently the retrenched civil servants have joined private sector for re-employment therefore there is need to assess the nature and composition of private and labour conditions.

Privatization Policy in Uganda

This refers to "transfer of ownership or control from the public to the private sector with particular reference to asset "Van de walle (1989). It has been assumed by many scholars that privatization leads to development both qualitative and quantitative since it brings organizational and marketing skills.

This is a policy which was recommended by the World Bank / IMF through their structural adjustment policies which recommended that public enterprises should be privatized to improve their performance. It was also anticipated that it would increase the role of the private sector in the economic development.

As put by Robinson (1991) the government's ability to do business and involve itself in economic ventures was "wasteful, inefficient and harmful" meaning that the government was not "best" at business. He suggests that there is need to create an enabling environment for the private sector.

When the privatization programme, started in Uganda, it started with the public sector reform which required the disbandment of all public enterprises. They were to be liberalized and liquidated so as to expose them to competition from other privately run enterprises. This would reduce the loss rate, remove government expenditure on taxes and avoid unwanted budgetary deficits. It would also help to reduce on the misuse of foreign loans and consequently confirming the intended objectives. Engberg Pedersen (1996).

Since this programme started, over 115 public enterprises have been divesture and others are in the process of divesture, such parastatals include Uganda Railways Corporation, Uganda Dairy Corporation, Post Bank, Nile Hotel, National Housing and Construction Corporation, National Water and Sewerage Corporation, New Vision, Uganda Electricity Board and Kinyara Sugar Works (Director Privatization Unit 2003).

The government efforts in this line have been promising. They have reduced government expenditure on unwanted issues like salaries and wages in corporations which are not making profits. However, when critically analyzed, this is leading to unemployment and poor working conditions since most of these bodies had been over staffed and partly because the new managers have

strategically started to lay off / shedding off some workers with the goal of reducing the wage roll and increase efficiency. Consequently the level of unemployment is on the increase .basically as a result of both retrenchment in the public service and retrenchment in privatized public parastatals .Therefore the fact that privatization leads to unemployment becomes factual. Worst of all, the private sector which takes over management of these institutions has worsened the situation. The conditions of work worsen since most employees in this sector are vulnerable and can be paid even the least wages with no social security. This was not seriously dreamt of by the policy framers.

It should also be noted that this programme has also had adverse effects on formal employment. It has in the first case created redundancy and unemployment many people have become idle and jobless in the short run. Ssemwogerere (1999).

It has also been noted by Ssemwogerere (1999) that privatization in Uganda has created unemployment and many privatized bodies have staff which was redundant. In the ILO report (1995: 293) the following bodies had staff which was redundant;

Agricultural enterprises Ltd (219), Uganda development corporation Ltd (102), Nytil Ltd (800), Uganda transport company, people's transport company and Uganda general merchandise 1167 (ILO 1995a)

2.2 Private Sector in Uganda

2.2.1 Definition

Private sector is part of the economy whose ownership and control is within the hands of private individuals, with out government influence (S.B Rutega). The private sector in Uganda expanded as a result of the adoption of the World Bank and International Monetary Fund policy of privatization in 1991. According to S.B

Rutega (1997), the private sector in Uganda is made up of small scale operations which employ more or less than 20 people.

This description of the private sector is lacking since to date the private sector in Uganda is made up of bigger groups than what Lutega (1997) assumed. This could have been the scope of the private sector during that period but to date the story is different. The private sector employs more than 100 people. (I.e. in one single institution).In Uganda today the private sector is made up of rural small-scale agricultural producers and enterprises, urban informal micro and small scale enterprises, large-scale enterprises. The private sector activities cover agricultural production and processing, mining, manufacturing, distribution marketing and service.

2.2.2 The Private Sector Development

The private sector is the main force behind any form of economic growth and development. Despite all its short comings, the private sector remains the driving force behind economic emancipation. Therefore for the impressive gains in the economic field to be maintained and sustained, the private sector must be strengthened so that it is adequately prepared to play a vital role in the economy. According to S.B Rutega (1999) this sector must be helped to grow so as to achieve economic growth.

In the World Bank report (1997) it was noted that both the government and the private sector have cope up with the heavy burden of excessively large and costly government bureaucracies which were inherited from the past regimes since independence. The valued resources meant for development purposes were diverted to the payment of wages and salaries. Besides, decision making in various government bodies on key issues was delayed and consequently became ineffective.

It is against this background that the government adopted a Comprehensive Public Sector Reform Programme (CPSRP) which resulted into privatization of major public enterprises and consequently the growth and expansion of the private sector. What the government and the World Bank failed to notice was the incapacity of this sector to determine the labour conditions and the employment opportunities in the short run. It is on this basis that the Director of the Privatization Unit accepted that;

"The short term effects of privatization have been a bitter pills. Many people were laid off .Although they were paid their benefits, you can not pay off livelihood". (Republic of Uganda, 2003)

Thus, despite the importance and value inherent in privatization policy, no research studies were made to assess its impact on the labor conditions and the employment levels. Consequently many people who were laid off ended up suffering at the hands of exploitative investors, who value the output without planning on how to achieve it.

2.2.3 The Necessity of Private Sector Development

According to S.B Rutega (1997), he defines the private sector as "part of the economy whose ownership and control is within the hands of the private individuals and / or parastatals. In Uganda, the policy of privatization was adopted in 1991 and was composed of basically small scale enterprises employing less than 10 people. As for Uganda today, the private sector is much more than this. In some cases, more than 100 people are employed in a private organization. As Rutega puts it, the private sector should be helped to grow since it sets the economic field of an economy.

Private sector development as significant theme within development aid can be traced to the late 1980s when economic liberalization became the dominant development paradigm. In some countries the transformation from state control to markets has been tough walk. But in the current thrust for private sector growth,

it is important to develop the private sector because it is the driving force in the economic development (Okwi, Matovu and Mpungu 2001)

There is also need to develop the private sector; R.D.S Penza (1997) of Zambia says that good governance is a prerequisite for the growth and development of the private sector. To him, this involves the rule of law, transparency in the conduct of government business, good policies which facilitate market based private sectors and there is need to forge genuine and protective partnerships between government and private sectors. He recommends that policies such as abolition of all exchange controls, liberalization of internal and external trade, introduction of an autonomous privatization agency and staging it, maintaining Macro-economic stability and giving incentives to the private sector should be the fore-front strategies of any government.

Though the above are prerequisites for the growth of the private as advanced by different scholars, there is also need to admit that government cannot do it alone. They forget to admit that the private sector also has a role to play. It is to be helped to grow. It should be the private sector to do the major role in helping itself to develop. In Uganda, the private sector has been helped to develop through the establishment of the Private Sector Foundation (PSF). This body and its objectives have not fully been achieved because with its short term objectives, the employees are still exploited. The management of the private sector is still focusing on productivity and making abnormal profits and returns at the expense of the employees. The latter's conditions and terms of work are not looked into. Therefore there is need to assess the contribution of the private sector to the improvement of working conditions.

Despite government's efforts to fulfill its role, the enforcement of policies is still affected by competition, individual political interests and inefficiency. This will not help the PSF to fulfill its goals and the burden bearers will continue to be the employees. And this is the category which many scholars have marginalized as least important.

2.3 Labour conditions

2.3.1 The Employment Pattern

There are basically three important sectors that contribute to the employment pattern in our economy. i.e.

- (a) The formal sector: this makes and contributes about 5% of the total labourforce. It is composed of the senior government employees and shows a decline in employment levels and exhibits a rise in efficiency and remuneration. It is based in urban areas and takes a large share of the resources / funds from government, private sector, grants and other donations.
- (b) The informal sector: this makes up approximately 14% of the labourforce and represents a percentage that is steadily increasing. It is largely based in the peri-urban zone and does not depend on Donor Funds. It is made up of the middle class who have little or no investment in the short and medium term and are hindered by factors like lack of credit, unavailability of land and low quality technology. it employs the youth and largely the females since it does not require a lot of capital to start and requires serious marketing skills
- (c) The Subsistence Agricultural sector: this is the main/ chief employer. It employs over 81sss% of the population who depend on it for survival. It depends on the use of primitive forms of production and the output is low. It

largely employs the uneducated who can use physical labour and many graduates have failed to get absorbed in this sector.

2.3.2 The Unemployment Situation in Uganda.

In Uganda to date, the unemployment rate is high at 48%. This is in both the private and the public sector. In the latter especially the civil service, there are still many opportunities for employment but the requirements especially long periods of experience lock many people out especially the Fresh graduates.

"When I joined this institution as a Medical Nurse, they wanted experience of four years which my fellow applicants didn't have. They wanted five Nurses but I was the only one recruited. The others were dropped even though they had the required qualifications"

Observed a respondent in one of the group discussions.

The rate of unemployment is on the increase especially with the growth of many new private universities, retrenchment in the public service, the tendency of employing foreigners in many private enterprises and the influx of many technical expatriates who have flooded many government departments. Instead of employing Nationals, foreigners are on the increase especially as a result of privatization, inappropriate technology in Uganda and lack of the appropriate personnel due to poor man power planning. Besides, many privatized enterprises are owned by foreign companies which prefer expatriates to local labourforce especially at managerial level. This is worsened by the growing population which is on the increase every year.

In recent times, the situation has been aggravated by the increasing outflow of graduates from both universities and other institutions of higher learning. There is also a growing number of unskilled personnel which makes up the urban poor. In

the long run, employees have taken an advantage of this and are employing people on casual basis. This is common in factories and industries where manpower / employees are employed as factory gate keepers, cleaners and other low level jobs. This labour force is paid a wage which is not specified either on a daily basis or weekly. Only a small number is maintained in the online jobs besides, these employees have not signed any contract. This goes on and is against the law for years and the government is very silent about it. The available literature does not mention anything related to it.

2.3.4 Laws and Regulations Governing Employment

The most important role the government should do is to assist the private sector by formulating policies that can stimulate economic growth spear headed by the private sector.

This can be achieved through establishing rules and regulations governing the performance of the private sector. The only binding document in place in Uganda to date is the Employment Decree of 1975. The parliamentary, Public Service Ministry and Public Service Commission have relevant documents which only supplement the available literature.

It is the Employment Act of 1975 that clearly sets out the terms and conditions under which a person should be employed, or sacked from his place of work. This act sets rules which apply to both workers in the private sector and the public sector. The latter includes all government institutions and departments.

In this act, it is clearly stated that;

"No person may employ another or employed under any

Contract of service except in accordance with the Provisions of this decree”.

It clearly outlines what the employer should do and vice versa . For example the employer is to issue an Appointment Letter (Employment Card) to every employee which shall contain information such as “every contract in writing shall contain all such information including particulars, define the rights and obligation of the parties there in “

These will include the Name of the employer, the Name of the employee, and any other information that is important for identification. The Nature of employment, the duration and the rate of wages and how they are to be calculated is included in this contract. This Employment Act also stipulates the periodicity of the wages, advance and any other important conditions of work. Employment Decree 1975

2.3.5 Nature and Conditions of Work

In regard to the provision of work, this decree states that the employer shall provide his employee with work in accordance with the contract during the period for which the contract is binding on a number of days equal to the Number of working days expressed / provided for in the contract. This will be done unless the employee has broken his contract of service or the contract is frustrated. It clearly states that where the employer fails to provide work in accordance with a contract of work, he shall pay to the employee, in respect of every day or which he shall so fail, wages at the same rate as if the employee had performed the day’s work.

On the wages, it also states that among other things, cash wages of the employee shall be payable in the currency, which is legal tender and any agreement whereby the whole or part of the wages shall be made in any other currency shall be void. The employee’s wage may be paid by cheque or into his bank Account with his written consent. Nothing in this decree shall render illegal any agreement

of contract with an employee giving him, as a remuneration for his services, in addition to money, wages, food, a dwelling place or such allowances or privileges as may be customary in the trade and occupation concerned; provided that only such allowances / privileges may be given under provision of this decree as are appropriate for the personal use and benefit of the employee and his family. The value attribute to such allowances or privileges shall not exceed the cost to the employer of providing the same. Employment Decree 1975

2.3.6 Termination of Agreement

On termination of the contract, the decree states that a contract may be terminated by agreement between the parties subject to conditions safeguarding the employee from the loss of his right to repatriation and other benefits due to him.

Under this contract, in event of a dispute regarding these conditions, the dispute may be referred by either party to an authorized officer. In this, the authorized officer shall satisfy himself; that the employee has freely consented to the agreement and that his consent has not been obtained by coercion or undue influence or as a result of misrepresentation or mistake; and that all monetary liabilities between the parties have been settled. Employment decree

2.3.7 Care for the Employees at Work

This Act stipulates that where the employee is engaged for a period not exceeding one month, he shall not be entitled to pay for any days during which he was absent from duty owing to sickness. Where an employee on contract of services is absent either due to sickness or accident , due to no fault of his, becomes temporarily incapacitated, he shall unless otherwise be entitled to receive his wages for the 1st month whether for himself or his family as stipulated in the contract .

The Employment Decree also gives the time of work and gives a provision for holidays. The normal working hours of an employee shall not exceed 48 hours; the normal daily hours of work of an employee shall not exceed nine hours in industrial bodies and ten hours in any other employment. An employee whose work hours exceed six hours a day shall be given by his employer one break or more during the day totaling to at least 30 minutes arranged in such a way that the employee does not work continuously for more than five hours. Hours of work and break shall be arranged as not to require an employee's presence at the work place for more than twelve hours a day. However this does not apply in times of emergencies.

An employee is guaranteed a weekly rest of at least 24 continuous hours which shall wherever practicable include Sundays. This holiday shall go with full pay at the rate of at least 1½ working days for every completed month of actual service.

These are some of the regulations stipulated by the employment Act of 1975. Though they are well written in this decree, it is not a guarantee that the public sector follows them. BUT to a higher degree, the public sector observes most of them. On the side of the private sector, they have been grossly abused and ignored when they could ably apply to its employees.

Worst of it, the government which is supposed to guarantee the enforcement and implementation of these laws through the Ministry of Gender, Labour and Social Development is not very effective and committed. It is therefore a result of a weakness partly on the part of government and partly on the private sector organizations that the labourforce is still greatly exploited in the private sector.

2.3 The private sector and labor conditions

The existing laws and regulations relating to labor conditions in the private sector are rare. The Employment Act of 1975 sets the conditions and terms under which one should be employed. These conditions are general and they apply to government institutions with some modifications for the private sector. Therefore there need to assess the labor

conditions in the private sector.

Some economists like Suruma (1996), have indicated that the effect of the private sector on the labour conditions is demeaning. Unemployment is on the increase for example between 1987 and 1995; Uganda commercial Bank and Uganda Airlines Corporation retrenched their staff by 51.2% respectively.

Suruma also observed that as a result of restructuring, the restructured civil servants joined the private sector for re employment but no efforts were made to look at the working conditions in the private sector even though productivity increased and revenue levels grew. He adds that these SAPS have created a situation of NO job security which has added an insult to an injury to the labour relations.

Studies by (Kashugyera 1995 and Muyingo 1996) reveal that there is a small increase in employment in the private sector. Between 1991 and 1994, Uganda Investment Authority approved projects with an employment capacity of 53,653 people. This would increase job creation. (ILO 1995a).

Therefore people have resorted to the private sector as the only way for employment. But the problem which remains is the terms and conditions of work in the private sector. The private sector itself is not secure. Gest observes that the bad part has been the closure of enterprises. Out of 884 enterprises in 1988, 42 had been closed by 1994 due to privatization. These closures mean decline in

employment levels and working conditions. this study therefore seeks to assess the contribution of the private sector to the improvement of working conditions.

CHAPTER THREE

METHODOLOGY

Introduction

This section gives the research methods that were used to obtain the necessary data and why they were used. It also gives the sample area and population, the sample selection, methods of data collection, processing, analyzing and presentation.

3.1 Research Design

The research was both qualitative and quantitative.

A cross sectional design was used for example the study looked at various key players in the private sector development and their role on labour conditions in Kampala District (Uganda).

3.2 Target Population

- (a) The target population was the employees since they were the people subjected to certain conditions which were appalling.
- (b) Managers and employers in the private sector organizations were interviewed since they are the ones who set the conditions under which the employees worked.
- (c) Policy makers at the central level were included in the design, because they were the ones supposed to set policies to be followed and implemented by the private sector organizations/ operators.
- (d) Law enforcers from the ministry of Gender, Labour and social development were targeted because they were supposed to monitor the implementations of policies set by government in work places both private and public, with an aim of ensuring that the workers were not mistreated by exploitative employers.

3.3 Scope of the Study

The study analyzed the development of the formal private sector and how it had affected employment levels and the problems there in Kampala District.

It was mainly focusing on the conditions of work. Conflicts and non-conformity with the labour laws and regulations and interactions to deal with the situation.

This study covered the following areas.

1. One privately owned secondary school employing more than 40 people. (Top Hill Academy)
2. One privately owned hospital/Health centre employing more than 60 people. (International Hospital Kampala)
3. Two private industries/ institution employing more than 60 people. (Maganjo Grain Millers Ltd)
4. One prominent construction firm employing more than 30 people. (Zimmwe Construction Company Limited)

3.3.1 Study Area

This study was carried out in Kampala District covering the three divisions where the private institutions were located i.e.

- ❖ Makindye Division
- ❖ Nakawa Division
- ❖ Kawempe Division.

Kampala District

Was chosen because of the following reasons:

1. The district had the capital city of Uganda where many of the private institutions which provide services and employment were located.
2. It is a District with the highest number of the employed people, harbors most government bodies and is a centre of economic activity in the whole country.
3. It is a District that has experienced great political and economic adjustments. After the expulsion of the Asian community, many factories and businesses in Kampala collapsed. Besides when NRM came to power, Revival started in Kampala. Therefore there was need to find out how the re-possession of these industries and factories affected the employment situation in Kampala.
4. It is an ancient District where all government programmes started from decentralization, privatization etc started from Kampala. This made this study representative of the situation of all major industrial towns in Uganda.

3.3.2 Study Population

The study population for this research included:

- (a) Proprietors of the private institutions/ factories
- (b) Officials from Uganda investment Authority.
- (c) Officials from the private sector foundation.
- (d) Officials from the ministry of finance, planning and economic Development.
- (e) Officials from the ministry of local government.
- (f) Employees of selected private sector organizations.
- (g) Officials from the Ministry of Labour.

Therefore the study population was a selected sample of local authorities and National authorities.

3.4 Sample Selection

3.4.1 Sampling Procedure

The Quota sampling method was used to sample some of the respondents in the private sectors or organizations identified. The population was divided into groups according to departments this method was advantageous because according to my study objectives it was easy to get the sample size I wanted.

It was supplemented with stratified sampling. The firms were stratified according to the Number of employees in the private organization under study. Then for every ten employees, three were selected for interviewing.

The interval scale at management level was 1-5. For the junior staff, random sampling was applied. The respondents were randomly selected depending on the size of the population.

At National level and local authorities, the respondents were purposely selected because of their knowledge and familiarity with the activities of the private sector and how this had affected employment levels in the district. Purposive method of research was used to allow and give respondents chance to give interviewer relevant information required as below

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Table 1: Sample Size Selection

Organization	Total number	Respondents		
		Mgt	Established staff	Support and Junior staff
Top Hill Academy	30	3	10	5
International Hospital Kampala	40	5	15	6
Maganjo Grain Millers Ltd	35	6	12	6
Zimmwe Construction Ltd	15	2	3	3
Total	120	16	40	20

Thus the sample size in private institutions was 60 who were employees. 16 were selected from the management totaling to 76.

From the government/ officials side,

- (a) Two officials from UIA i.e. executive Director and Director Investments.
- (b) Three officials from Ministry of Finance, Gender, Labour and Social Development.
- (c) Two officials from the private sector foundation.

N.B They were selected for the study specifically because of their knowledge about the topic and the positions they hold in respective sectors/ministries.

3.5 Sources of Data

Two main sources were used i.e.

- (a) Primary sources: This would help to get first hand information from the respondents in the field. Since the researcher would have to go to the field.
- (b) Secondary sources: This will involve reviewing documents, such as text books, diaries, dissertations, desk calendars, speeches e.t.c which are relevant to this study. These will be obtained from local and central governments, UIA, Private sector foundation and NGOs. It will supplement information from primary sources.

3.6. Data Collection Methods

The data was collected using both qualitative and quantitative approaches. While using qualitative approach. An interview schedule was used besides focus group discussions. This method helped since some information could be described without figures.

On the other hand, quantitative methods such as a structured questionnaire were used. This was because the required information also needs figures. Description alone was not enough. Thus the following instruments were used:

3.6.1 Self Administered Questionnaires

- ❖ Public servants at National and local levels
- ❖ Employees engaged in the private sector organisations i.e. schools hospitals and factories.

This method was advantageous as it provides room to the researcher to build rapport with the respondents when introducing the questionnaires. Immediately after filling them, the questions were packed back. Clarifications

to respondents were made where it was necessary. This method proved effective.

3.6.2 Key Informant Interview

These were telephone interviews depending on the accessibility of the interviewee. They were conducted between the interviewer and interviewee. The interview schedule was used. All responses were noted in notebooks by the interviewer.

This instrument was mainly for the key informants such as management of private sector foundation, Ministry of Finance, Planning and Economic Development, gender labour and social development.

The purpose of these interviews was to collect their views, perceptions and experiences of the political leaders and senior technocrats concerning the running of the private sector. This was very important as it would help future researchers to probe further. The questions in the schedule were only guiding questions.

3.6.3 Focus Group Discussions

These were used to get the respondents impressions and interpretations of the key topic. These included the junior staff of each private organization. This acted as a supplementary method where the researcher organized eight discussion groups. This instrument of data collection was chosen because it made the respondents feel free in giving all the necessary information since they were of the same level (support staff). This would have been hard if questionnaires were given to them. Besides some of the support staff were not educated enough to fill the questionnaires themselves.

3.6.4 Observation

Non participant observation was used to help supplement the other data collection methods. The researcher observed the working environment of the selected private sector institutions. The following were observed, the services provided, the periods of work, the general outlook of the employees, their meals and living conditions.

This method was advantageous as it helped the researcher to see for himself things which would have been hard for the respondents to describe verbally.

3.7 Data Processing Analysis and Presentation

The data collected was processed, analyzed and presented through editing, coding and tabulation to ensure accuracy, completeness and comprehensiveness of the responses.

They were categorized into meaningful sets. Quantitative data was presented by graphical tabulations of the descriptive statistics using the most suitable mode for easy analysis. Then it was explained before and after every presentation for easy analysis.

Qualitative data was presented using patterns of grounded data for easy analysis.

3.8 Limitations of This Study

The respondents especially the female respondents felt shy and feared to openly give out the information. They claimed this would divulge into certain impressions. However, the researcher used inter personal skills and even explained to them that research was for academic purposes to ensure that female respondents felt at home in giving information .

The researcher also tried to meet all respondents, where it became necessary, he met them individually. This helped to build confidence as the researcher took time to explain the purpose of the study. This study could also not cover the entire private sector and the employees therein. BUT, it is representative enough as it

covers the major institutions and covers views, ideas, aspirations and policies from senior persons in different sectors of the economy.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

This chapter presents the findings of this study. It gives a detailed account of the findings and interpretations of the study conducted in Kampala district on the private sector and labour conditions in determining the working relationship between employees and employers. The findings include the background information from the respondents, the existing laws governing the working conditions of employees in the private sector and their applicability with a focus on their relevance.

This chapter also highlights the existing government interventions, the policy recommendations and the strategies for better employment. This chapter also presents the analysis of the findings. The information is presented and analyzed in line with the available literature from various sources. My own conclusions have also been presented for future use.

4.1 Preamble (Background Information)

4.1.1 Marital Status of Employees

Findings of this study indicate that 45% of the respondents were married, 13.3% were single , 8.8% divorced , 8.3% separated and 25% represented others as shown in the table2 below.

Table 2: Marital Status of Employees.

Status	No. of employees		Percentage
	Male	Female	
Married	15	04	45
Single	04	04	13.3
Divorced	03	02	08.8
Separated	03	02	08.3
Others	05	10	25.0
Total	30	22	100

Source: Field study

As above, it is observed that there are more male employees in the formal private sector possibly because of a desire to provide and cater for the family and their welfare. During one of the focused group discussions, it was noted that the majority of men who are employed in the formal private sector are there because they lack public enterprises to employ them. Besides, they lack and are unable to raise the investment capital to establish their own businesses. This was noted to be worsened by the fact that most of them are married with children which leaves them no option but to find work to maintain their families.

In the interviews, it was also noted that their problems are not fully met. They admitted that their incomes are very low which makes it difficult for them to meet all their house hold needs. They contended that their presence in the private sector is for survival. Therefore the married people were noted to have a high probability of staying at work and be in steady employment since they had their household problems to solve. If the situation remains as it is, there is a large likelihood that these employees will never accumulate savings for future personal investments. Definitely, the viscous cycle of poverty will remain and people will stay poor and the economy will not develop.

4.1.2 Age Distribution of the Employees

Age was used as a variable influencing people to join the private sector employment in Uganda. The age group of between 12 to 40⁺ years was interviewed in this study and the majority of the respondents were in the age range of 20-32years. It was also established that out of the 60 respondents, only 15% were in the age range of 12-18 years. This is demonstrated as in the table below:

Table 3: Age Distribution of the Employees

Age Group	Respondents		Percentage
	Female	Male	
12-18 years	4	5	15
19-25 years	9	10	31.7
26-32 years	8	13	35
33-40 years	8	3	18.3
Total	29	31	100

Source: Field study

It was observed in this study that age pattern has an influence on the responsibility undertaken by the employees especially in the male employees. It was also observed that the employees in the advanced ages were not willing to leave the organisations they were working in. they showed a steady and willingness despite the low salaries plus the unreasonable working conditions. asked further why they were not willing to leave the organization , a big proportion said that their responsibilities of paying school fees and maintaining households could not make them speculate leaving when not sure of what to do in future.

However, employees in the lower age bracket were very ambitious and had plans of leaving the organization in future though they were not sure what to do next. Besides, it was noted that employees in the formal private sector were the old and not the young. This is centrally to the belief that private organisations employ the under age and perpetuate child abuse of labour. According to the employment Decree, of 1975, it provides that the employment of the under age should be discouraged. This study noted that the employment sector of private organisations observes this and male employees dominate which they join as a largest to fulfill their responsibilities.

On the other hand, employees in the lower age groups entered the private sector as target workers with a hope to find alternative employment in the future. They are not contented with conditions of work .

4.1.3 The Number of Dependants Living With Employees.

It was one of the objectives of this study to find out the number of dependants of the employees. The findings were as follows;

Table 4: Number of Dependants Living With Employees

No of dependants	No of employees		Percentage
	Male	Female	
0	5	4	15
1-2	10	12	36.7
3-4	8	7	25
5-6	2	5	11.7
6+	2	5	11.7
Total	27	33	100

Under the belief that many employees were joining the private sector because of increasing need to support their dependants, it was found out that 15% of the employees in the formal private sector did not have dependants while 85% had dependants. It can be concluded that some employees in Kampala District join the private sector so as to support their dependants since they have them. But it can be largely concluded that the major reason that motivate people to join the private sector is for survival and a need to accumulate income in preparation for future dependants.

4.1.4 Education Levels of the Employees

This was one of the background information that the study intended to establish. This is because education is the foundation and back bone for effective and efficient delivery of services. The following were the findings.

Table 5: Education Level of Employees.

Level of Education	No of Employees	Percentage
Primary	7	11.7%
Secondary	23	38.8%
Tertiary /college	27	45%
University	3	5%
Total	60	100%

As believed, the private sector is assumed to employ the illiterate and people of low levels or no education at all, from this research; the researcher noted that the employees in the formal private sector organization had acquired varying levels of education. From the data above, it can be noted that all the respondents had completed primary, secondary and tertiary education. However, this contradicted with Kajungu's (1993) findings that limited education. Had placed people especially the women in a disadvantaged position and could not access formal public employment due to limited education. Though this study was not making comparisons in gender differences in accessing formal employment, it is very clear that lack of education doesn't stop one from accessing formal private sector employment.

What was clearly noted in this study was that in some cases, some proprietors of these organisations held senior positions and yet were less qualified compared to their subordinates. Consequently, the employees had little or no respect for the proprietors implying that unhealthy working conditions could not even lead to one's dismissal.

Therefore it can be concluded that formal private sector organisations provide employment to all people at various levels of education. Thus the public sector is not the exclusive employer of the educated professionals if the employment situation was improved by putting people in their right positions, then the private sector would equally compete with the public sector institutions.

4.1.5 Nationality of the Employees

This study also aimed at finding out the Nationality of the people employed in the private sector organisations. The purpose was to establish the facts about the belief that most private sector organisations employed foreigners more than the Nationals. From this study it was clear that the majority of the employees in the selected private organisations were Ugandans. This therefore counter cancelled the belief that employees in such organisations were foreigners. It was however noted that Ugandans occupied low positions and top positions were occupied by the proprietors who were either Ugandans or non Ugandans. Medium top positions are occupied by largely Non-Ugandans. It was also observed that low positions were occupied largely by Ugandans because they easily offer cheap labour since such people would not need housing and transport allowances. This is only advantageous and good to the employers who are able to realize high returns. This shows that the private sector is exploitative since employees are denied their rights on the pretext that they are at home. Whether one is at home or in a foreign land, the privileges accruing to him should be given to them. Besides, these privileges are not even included in the appointment letters given to them.

4.1.6 Duration in Kampala District

This study also aimed at noting the period the employees had taken in the district. From the interviews conducted, it was established that the majority of the respondents had stayed in Kampala for more than 10 years though they have continuously changed jobs.

Table 6: Duration in Kampala

Period in years	Frequency	Percentage
0-1	3	5
2-4	2	3.3
5-8	5	8.3
10+	50	83.3
Total	60	100

Source: Field study

From the table above, it can be noted that employees have stayed in Kampala for more than 10 years. This is centrally to what people believe that private investors are normally part timers and quickly ran away after acquiring what they wanted. This was established after realizing that proprietors had stayed in Kampala for more than 10 years and large economies of scale were being enjoyed for example; the leadership of International Hospital Kampala which is a church founded hospital feel at home. However, the majority of the people employed who are Ugandans experience poor working conditions where many of their privileges are denied. This was concurred by some of the proprietors of the selected institutions such as Kampala International University and Top Hill Academy who noted that because of the fluctuating incomes, payments to the employees is affected negatively and some of them have to be employed on temporary terms. This

again is contrary to the employment Act of 1975 which emphasizes employment on permanent terms.

4.1.7 Previous Employment before the Current Conditions

On whether the employees had some employment before joining the current one, the study established that the majority had jobs before. They had been employed but because of retrenchment from the public sector and other parastatals which have collapsed, they lost their jobs. Therefore, this becomes one of the underlying factors that forced people to join the private sector.

Although some of the employees said that they thought of leaving the current jobs, it could easily be seen that they didn't have plans of what to do after the current jobs. All these can be attributed to the unemployment problem that has hit Ugandans hard especially the under graduates from institutions of higher learning.

4.2 Conditions of Work and Terms of Service in the Private Sector Employment

This was one of the objectives of this study. The findings on this were as follows.

4.2.1 Recruitment of Employees

The study intended to find out how the employees came to know about their current jobs. Many employees gave different ways of how they learnt about the existence of the jobs they hold. This is shown below:

Table 7: Means of Learning about the Present Job

Means	Frequency	Percentage
No means	-	0
Friends	40	66.7
Relatives	13	21.7
News papers	-	0
Radio	-	0
Others	7	11.6
Total	60	100

Source: Field study

From the above table, it is evident that majority of the employees in the private sector organisations selected learnt about their current positions through friends. This represented a percentage of 66.7% followed by relatives at 21.7% and others accounting to 11.6%. None of the respondents learnt about their jobs through Newspapers and Radio. Others included reading Notice Boards. The implication of these is that the legalized channels of advertisement like through Newspapers and Radio were not being followed by the employees in the private sector organisations. The system of employment is not transparent. This also means that if one has no relatives or friends in an organization, he / she would never learn of the existence of certain jobs. This is a very hazardous and inappropriate form of recruitment since people with qualifications could be locked outside and instead relatives and friends brought in with or without qualifications. Subsequently, low quality products and low productivity can set it what might be contrary to the goals of the organisations.

However, the findings from the respondents (employees) contradicted what the management of the organisations said for to them, the recruitment procedure was transparent and open through advertisements on radios and newspapers. When pressed harder, some managers admitted that at times, the proprietors of the organisations would influence the employment of their relatives and friends, so as to safeguard their organization's assets. This concurred with the employees' response and the available literature that employees recruited their relatives.

This practice is detrimental to the success of the organisations since there may be no discipline in financial and administrative aspects since the relatives / friends would treat the business as their family affair, hence collapsing. Therefore, proper channels of recruitment need to be followed.

It was also observed that though employees learnt of their jobs through friends and relatives, they were subjected to interviews before being appointed. This was observed to be a good practice since the qualified candidates are appointed.

4.2.2 Appointment Letters

It was also necessary to establish whether employees in the private sector were given appointment letters with clear terms and conditions of work. From the study it was observed that whereas some employees received appointment letters, others did not. In fact, 50% of the employees had appointment letters while the other half did not. Those with the appointment letters had certain services stipulated. Among them included, the probation period of six months. Medical treatment for four members of the family, in others there was the contract period, annual leave, housing food allowances.

Their terms and conditions of work were somehow similar to those stipulated in the Employment Act. Although the conditions and terms of work are stipulated in

the appointment letters, it was noted that the application and implementation was questionable. It was largely lacking for example; employees were not getting their allowances for the public holidays, gratuity after termination of workers' services and yet they were clearly stated in the appointment letter. This is contrary to the belief that all employees in the private sector lacked appointment letters.

It was also noted clearly that those with the appointment letters with the terms and conditions of work were stipulated were only the employees in managerial or middle positions. Lower position holders have no appointment letters and therefore no conditions and terms of work. This makes up a category of staff which is prone to exploitation and mistreatment by the employers. It is therefore necessary for the private sector to follow what the employment decree states since they make up an employment sector like the public sector. The licensing authority should make sure that the terms and a condition of service across all staff is followed. This can be done by sensitizing the proprietors and warned of prosecution in case they fail to observe them.

4.2.3 Type of Office Occupied

This was another serious issue under the conditions of work in the private sector organisations. It was clearly realized that the majority of the employees in the private sector don not have closed up offices. They only occupy open spaces as offices.

From the research, it was observed that 75% of the respondents occupied open space areas as offices as opposed to 25% with closed offices. This demonstrated that there is no privacy in the work that the employees do and work at times comes to a standstill or the workers endure hard conditions when Natural calamities like sunshine and rainfalls. This is not in line with the employment decree of 1975 and is contralrly to the workers' compensation Account which says that;

*"Workers should be protected and in case
Of any harm, in course of their employment,
They should be compensated."*

There is thus need to improve the office spaces which would in turn improve workers morale and consequently improve on productivity hence increased profits for the organization.

4.2.4 Nature of the Job

This was looked at so as to establish whether the jobs were either permanent or temporary. It was clearly observed that the majority of the employees are employed on a temporary basis as shown below.

Table 8: Nature of the job

Nature of the job	Frequency	Percentage
Permanent	15	25
Temporary	40	66.7
Contract	05	8.3
Other	0	00
Total	60	100

Source: Field study

From the table above, it is evident that a greater percentage 66.7% of the respondents was on temporary terms. This was followed by those on permanent terms 25% with only 8.3% on contract. Even the managers of these organisations conceded to this. This contravenes the Employment Decree which emphasizes permanent employment with clear terms of conditions of work. It can therefore be concluded that the employees in these organisations suffer from job insecurity,

exploitation and intimidation especially those who do not have specific appointment letters with clear terms and conditions of work.

In addition those in temporary appointments do not have the commitment and dedication in their work because many of them were not sure of sustained employment. As a result there will be decreased outputs and profits for the organisations.

Therefore the employing authority in the private sector organisations should employ workers on a permanent basis and the government should also get involved in this practice to ensure that the employees are not subjected to too much exploitation in the course of their employment.

4.2.5 Salaries, Wages and the Mode of Their Payment

It was noted that by this study form the respondents that they earned wages / salaries which were inadequate to sustain them. These salaries are only able to meet their basic needs like clothing, food and payment of house rent and they had no investment since they had no savings. In other cases, the respondents indicated that they only receive weekly allowances.

Table 9: Mode of payment

Mode of payment	Frequency	Percentage
Salary	40	66.7
Wages	16	26.7
Others	4	6.6
Total	60	100

Source: Field study.

As per the above table, it can be noted that the majority of the respondents get salaries as their payments. But employees in the lower cadre jobs were paid wages and at times only received weekly payments when they worked. This meant that those who were not guaranteed monthly salary have to work throughout the week if they are to earn anything since their payment is determined by the amount of work done.

"When I joined this company I spent two months with out knowing the salary I am working for. Arepondent at maganjjo grain millers' ltd"

It was clearly observed here that exploitation was visible. This kind of payment modality was exploitative and contradicts the Employment Act of 1975 which spells out clearly that employees should be paid a monthly salary agreed upon between the employer and the employee.

Therefore managers of these private sector organizations should be encouraged to follow this decree otherwise the employees will always be exploited and the unemployment problem will contain to grow. A comprehensive employment policy should be put in place to determine the living wage. The living wage which was set in 1984 of Shs 6,000 is still in place. Attempts to revise it up to Shs 75,000 have not materialized. This is because the capitalists still urge that the lining wage should be determined by the forces of demand and supply which is very exploitative.

4.2.6 Income Bracket

The income levels of the different employees were also looked into. It was realized as per the study that the majority of the employees (66.7%) fell in the lower income bracket (33.3%) per month. None of the employees admitted that he/ she was in the higher income bracket as shown below:

Table 10: Income Bracket

Income bracket	Frequency	Percentage
Lower income (100,000-150,000)	40	66.7
Middle income(150,000-300,000)	20	33.3
Higher income (350,000)	0	0
Total	60	100

Source: Field study

The above table shows that the majority of the employees in the private sector organisations were only earning income for survival as indicated before. The managers themselves admitted the situation to be like that and defended it that it was because of the fluctuating profits and received by the organisations. With this form of income, savings and subsequent investment are almost nonexistent. Many employees have failed to make any single investment from the income they earn from these private sector organisations. As one employee noted.

There fore, it is the employers in the private sector to determine what to pay to their employees and reserve the largest lot as their dividends. The government should come up with a policy about the minimum wage levels to save the employees from this kind of situation. Otherwise the employees will continue to suffer as slaves.

4.2.7 Other Privileges Other Than Salary

The majority of the employees interviewed in this study indicated that they do not receive any privileges apart from their salaries or wages. For example about 60 %

of the employees noted that they did not have privileges and only 40% admitted that they accessed some privileges like housing, transport, medical and food allowances .this was identified as the case despite the fact that many employees worked overtime especially over the weekends . This worsened the situation since their little salaries and wages made them more vulnerable to more exploitation. This makes the would be savings and subsequent investment a mere dream. This contradicts the Employment Act which stipulates that the workers are entitled to privileges like housing, overtime allowances and leave.

4.2.8 Basic Items of Expenditure

The largest numbers of employees in the private sector organisations spend their money on various items. Their level of expenditure depends on their preferences and their underlying problems. The major items spent on include: House rent, School fees, debts and others. Table 10 gives the illustration

Table 11: Items on which most income is spent

Expenditure item	Frequency	Percentage
Rent	25	41.7
School fees	25	41.7
Debts	3	5
Banking	0	0
Others	7	11.6
Total	60	100

Source: field study

From the above findings, it is established that the employees spent their incomes mainly on House rent and school fees. Worst of all, the income received was all spent with no savings. This is a clear indication that their incomes are meagre and cannot be saved. This kind of a situation is very bad in a country like Uganda where poverty is striking hard. The above table indicates that most of the employees don't own a house. Reason being that their income goes for house rent. This worsens the working conditions of the employees especially in the lower cadre jobs.

4.2.9 Security and Protection of Workers

This study also found out that most private sector organisations fail to protect their employees leading to health complications. This was noted as the major problem affecting labourforce. Workers themselves are being exposed to hazardous chemicals and polluted gases which have long-term side effects on their health. Worse of it both the private sector organisations and the governments are very reluctant to enforce the laws which would have improved the situation.

The government officials showed their knowledge of the ILO laws and their statutes which require that employees should be given protective equipment should be given protective equipment at their places of work. They admitted to not implementing them since they would scare the investors.

Therefore this can be analyzed as the reason behind government's failure to make policies that would create a living wage and better working conditions for the employees. This contradicts Article 40 of the constitution of the republic of Uganda which says that must in act laws which ensure right working conditions for employees. Thus, the employees are left at the mercy of the employers who are not committed to improve workers' security.

4.2.10 Fulfillment of Expectations

As noted above, many employees join the private sector with a lot of anticipations and dreams. Such as, need for employment, accumulation of capital, reducing poverty, improving welfare etc.

This study realized that 50% of the employees had to some extent achieved their expectations. While 50% contented that they had failed to achieve their expectations had been met argued that through their employment in the private sector, they have been able to: sustain their families, pay their school fees and go for further studies. They also said that what they had achieved was for survival and meeting the basic needs of life but had not saved anything for investment. This was therefore quite different from what had taken them into the private sector. Therefore employees in the private sector are not contented with what they have achieved and still have a long way to go in their need for investment for development.

4.2.11 Employee Associations

All the respondents interviewed indicated that the employee associations were not existent and it was evident in all the organisations sampled. The managers of the sampled organisations indicated that employees are not allowed to form associations because of fear of strikes. They admitted also that associations were not existent. Therefore the employees have no way they can come together to say no to exploitation, low wages and long hours of work. This kind of a situation is very dangerous. In the focus group discussions, some respondents showed how they had attempted to form associations but the management hold the project. Thus since employees still lack associations through which they can advocate for their rights, their bargaining power is still weak and are still to suffer from exploitation.

4.2.12 Job Insecurity

As the employment decree of 1975 and the Public Service Act stipulates that any employment exceeding 6 months should provide an appointment letter, this study wanted to find out the application of this. It was observed that most of the employees in the private organizations worked without appointment letters. The largest percentages (60%) were employed on temporary terms. Therefore their presence and continuity in the organizations were at balance. Those on temporary terms were not aware whether and when their positions would be maintained.

This kind of arrangement created uncertainty and fear for the employee's jobs thus causing job insecurity. This explains why they kept quiet despite the continued exploitations because whenever one tries to raise a finger against mistreatment, then that person is expelled and not paid since they had to appointment letters.

Therefore the government needs to monitor the way the private sector organizations are being managed so as to improve the employee working conditions.

4.2.13 Working Relationships between Employees and Employers

The relationship between the employers and employees was very poor and lacking. This was attributed to lack of appointment letters, poor remunerations, and land keeping of employees in temporary positions for a long time. The social interaction between the supervisor and the subordinates were almost non existence. What existed was only the sequence of orders and directives from the masters to the workers on what the former wanted the latter to do. Employee development was almost non existent for it is for the privileged few. This left many performance gaps and the social needs of the employees are not met. The

management is not willing to listen to the employees. All they want is work done at minimum cost. As one respondent revealed;

"Because the bosses are adamant in listening to our demands, sometimes we connived amongst ourselves and wasted materials meant for production and this is done to punish those who never accorded the audience we wanted."

They also revealed that there is too much discrimination and discrepancies in salary / wage payments. The wage different between the least paid worker and the highest was so great. This created anger amongst the employees given that the least paid in most cases did the greater amount of work. All the above are not in line with the employment Act and the government need to come in to improve the situation.

4.2.15 Over Working of the Employees

The employees indicated to the researchers that the major problem they faced at their place of work was overworking. They revealed that there is no specific time for start and end of a day's work. As long as there is work to do, ending time did not matter to the employer and yet this extra time was not paid for. Those paid weekly lamented that at times they are forced to work. Generally, 70% of the employees in the lower cadre jobs indicated that they have never gone on leave. If one missed to work for one day, he would not be paid for that period of time. There is no specialization as every one does the work that is available at the moment. There are rarely time schedules and therefore staff performance appraisals were hard to make. Therefore whoever did a lot to please the supervisor was seen as a performer regardless of his area of specialization.

4.2.16 Keeping Records on Employees

This study was also intended to find out whether private sector organisations kept records on their employees. During the interview, the managers of the organisations indicated that records of employees were kept and the records kept included personal files, appraisal reports, attendance and arrival books, payment registers and vouchers for each employee. This was contrary to former beliefs that private sector organisations don't keep records and were not organized at all. A belief that no proper documentation on personal matters was available. However, the records indicated that the payments were not equal to the work done. There was no motivation for the employees. Working hard would be recorded with no corresponding rewards or motivation.

4.3 Government Intervention

4.3.1 Government Regulations towards the Private Sector

Known by the Employees.

The establishment of government interventions in the private sector was one of the objectives of this study. Respondents from the sampled populations were asked if they know about private sector employment. 80% of the employees showed ignorance about the existence of government interventions. Besides, those who claimed to know also appeared to be guessing and were not very sure.

On the other hand, the employers in organizations were very knowledgeable and aware of the existence of government regulations and Acts. Asked to identify them, they gave examples to include: issuing out employment letters to the employees clearly showing the terms and conditions of work, declaration of vacant posts, advertisement of the posts in the media and interviewing.

On cross analysis, the researcher observed that the regulations were not strictly being followed. For example the employees had already indicated that they didn't have appointment letters. This kind of ignorance on the side of employees was very dangerous since the employees worked in darkness and did not know what to do in case of problems with the employees. It is also most likely that the employees use this ignorance of the employees to exploit them harder. It is the role of the government to make all the necessary interventions and make public their regulations concerning the private sector otherwise the problem of exploitation will remain and no one will be blamed.

4.3.2 Improving the Employment Conditions in the Private Sector

Various suggestions were raised when the respondents were asked what the government needed to do to improve their situation. These included:

4.3.3.1 Setting up the Minimum Wage

As already said, the employees indicated that they were being exploited by the employers. They were paid subsistence wages just because the government had failed to set a living wage for the employees. As a result, the employers had taken it as their responsibility to assess what they felt was adequate.

They said the salaries they got only went to their up keep and nothing could be saved for investment. Therefore they recommended that the government should set a living wage which all employers would be forced to pay. If the government announced in public sector employees, then the private sector would also be forced to revise their payments.

4.3.3.2 Enforcement of Labor Laws

They recommended that the government should fulfill its responsibility and force the private sector organizations to adhere to the labour laws. Though they indicated that they did not know the labour laws and regulations regulating employment, they felt that the government should set up a ministry to oversee the working of the private sector

NB. The suggestions of the respondents were food. But the researcher was able to notice that the desire and demand for a living wage has been underlying for a long period. Besides the shouts to the government to enforce labour laws has often been heard. But the government has been slow at implementing it. To make it worse, what the private sector organizations do, the public sector organizations do it also,. Many public servants are being dismissed and imprisoned not because they have failed to work and the existing laws fail to protect them. Therefore the government departments responsible for this could help to improve the situation.

4.4 Government Interventions to Regulate Operations

The study also focused on finding out the current government interventions in the private sector organizations. The respondents gave the following as the existing interventions:

- ❖ The government had set up policies that try to regulate the standards and the quality of the goods and services to be provided. This is done by Uganda National Bureau of Standards. According to the administrators of International Hospital Kampala, the Bureau has helped to improve on the services provided by health institutions. The ministry of Health officials and other inspectors visit the hospital more often to see their service delivery devices. This is good; however, they complained that this obstructs their operations.
- ❖ Other interventions were the government monetary policies. The government through its policies sets taxes to be paid on certain goods. Some of the sampled institutions have benefited from tax subsidies and tax exemptions. the management observed that they pay taxes to government in form of licenses , and work permits, ground rent , property rates etc. they are worried that the increase in these taxes will force many of them out of business.

- ❖ Parliament has also been instrumental in the operation of private sector organizations. The government made laws which could help the private sector to expand for example expanding markets and liberalizing trade has created competition which is helping the private sector to expand. On a sad note, their interventions in the private sector are sometimes too much and at times not necessary. E.g. the AGOA interventions. But from critical analysis, the researcher was able to conclude that despite some negative aspects of government interventions, the private sector organizations generally had the liberty and freedom to do what they wanted.

4.5 Privatization of the Private Sector Employees in the Public Sector

This study also wanted to find out whether the employees in the private sector also participated in the public sector. The response from the government officials was that some officials worked in both sectors. They added that these were mainly the professionals who are very few such as teachers and doctors. In the study the researcher himself was able to observe it himself in his interaction with the private sector employees. No comment was made by these officials on whether this was a good idea. They only insisted that it was because of limited technical people.

4.6 Government Conditions Which the Private Sector Should Fulfill

The study was also interested in establishing the set conditions that private sector organization in the employment of their staff. Officials from the Uganda Investment Authority (UIA), privatization Unit and Kampala City Council (KCC) and the Ministry of Local Government (MOGL), observed that the conditions were in existence and that all were derived from the Employment Decree of 1975. However they said that though they were in place, proprietors of private sector conditions did not follow adequately these conditions.

This is true and complies with the literature review and the earlier studies conducted. They add that the implementation of these is faced by problems created by the introduction of the IMF and World Bank structure adjustment policies. So being strict would mean sabotage to the policy hence a decline the government's willingness to implement the conditions.

4.7 Need for a Comprehensive Policy

The study also thought to find out whether there was need for a comprehensive policy. All officials contended on the issue that there was need for employment policies whose formation was long overdue. They observed that the Employment Decree of 1975 was outdated and a new law is necessary. A new employment policy was started on by the government in 1995 and is still being worked on. This policy when completed will help to guide the labour markets and will this be in confirming with precious studies.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 Summary of the Findings

Male employees dominated in the employment of the private sector organisations selected. The people in advanced ages were more committed to work as opposed to the young ones who wanted to live at one time. There was very low employment of the underage in the private sector as opposed to what most people believed.

Majority of the employees had dependants. This was the reason that forced them to work so as to meet their demands.

Many of the employees were married and they worked so as to meet their responsibilities. Their desire to work was not for capital accumulation but for survival.

Married people were more stable compared to the unmarried ones.

There was no prospect for investment since employment was for survival.

There were varying levels of education among the employees sampled. Majority of the employees had acquired tertiary education and no one was totally illiterate.

Majority of the people employed in the private sector organisations were Ugandans. Contrary to the pre-conceived belief that the private sector organisations were dominated by non-Ugandans. However top and middle managerial positions were occupied by the foreigners (non-Ugandans). Local people were only employed as a source of cheap labour.

Majority of the employees had stayed in the city for more than ten years. This included both the employees and the employers contrary to the belief that proprietors ran away after acquiring what they wanted.

The largest number of the employees learnt of their current jobs through friends, followed by relatives, legalized channels of advertisement s were not being followed. Permanency on the job depends on the relationship with the employees who took them there. However, majority of employees were subjected to interviews.

5.1.1 Conditions of Work

It was found out that 50% of the respondents had appointment letters and the other 50% did not have them. Those with appointment letters have the terms and conditions of work stipulated in them and they are similar to those in the Employment Decree of 1975.

However, they are not implemented by the managers of private organisations. Lower cadre employees don't have appointment letters and they are exploited.

Majority of the employees don't have closed offices which contradict the workman's compensation Act and Employment Act and Employment Decree of 1975.

Majority of the employees are employed on temporary terms which lead to job security, intimidation, exploitation and consequently suffering of the employees. Besides, workers' morale and commitment to work is restrained.

Majority of the employees in the middle managerial posts are paid salaries unlike the lower cadre employees who are given wages and at times only weekly allowances.

A large percentage of the employees fall in the lower income bracket of between Shs 50,000-100,000/= followed by those in the middle income bracket of Shs 290,000- 340,000/=. There are no investment plans because of subsistence wages.

Over 70% of the employees are denied privileges contrary to the Employment Decree of 1975. They only depend on the salaries / wages which they get. Consequently, all the income is spent and nothing is saved for investment.

5.1.2 Interventions by Government

The majority of the employees are not aware of the presence to government interventions and regulations in the private sector. Worst of all they are not seeing anything done in their sector as a government intervention.

As a result, their lifestyle is expensive and prone to exploitation. The government role therefore should be;

- (a) Setting the living wage
- (b) Enforcement of labour laws
- (c) Strengthening the performance of trade unions
- (d) Strictly supervising the performance of private sector organisations.
- (e) Monitoring the implementation of working laws.

As of this study, the government interventions have been seen as:

- (a) Setting the standards of quality through UNBS.
- (b) Legislative policies through parliament
- (c) Monetary and fiscal policies through taxation (licenses and work permits)
- (d) Regular inspection and supervision.

5.1.3 Autonomy of the Private Sector

All respondents noted that the private sector influences the economy and is also influenced by the forces of demand and supply in addition to the government through the cabinet, and the judiciary.

5.2 Conclusions

The economic crisis created by the Amin era in the 1970's and the political climate at the time forced the government of the time to aim at macro economic reforms so as to stabilize the economy. The early 1980's saw the adoption of the IMF and World Bank structural adjustment programmes which were intended to quickly recover the economy. Unfortunately they were short-lived because of increased political instability.

The NRM government of 1986 started and continued to bend to the IMF and World Bank policies since the economy had shrieked and the initial attempts had failed. (Kayizzi Mugerwa 1999-36). This resulted into the privatization policy which brought about public sector reforms and consequently the growth of the private sector.

According to the Director DRIC / PERD, 113 were privatized and this programme is still going on. It has been a success in the eyes of the donors but it has come with employment implications. Various classes of people have been able to access employment but a lot is still needed to improve the terms and conditions of work. Workers still suffer at the hands of the employees and the government's response on the impact of its privatization policy has not been comprehensive enough. Instead, it has aimed at policies to reduce poverty and create employment such as decentralization, labour based public works, and MSE support programmes etc which have yield mixed results. The employment difficulties faced by employees in

the private sector are very big despite the presence of the Employment Decrees to govern the employment levels.

Therefore, it can be concluded that any programme to revive and develop the economy must explicitly include employment issues in the private sector. The government should come in and streamline its policies through a thorough comprehensive employment policy. This will make the private sector the most loved, productive and developmental sectors of the economy and consequently Uganda will develop.

5.3 Recommendations

As the study observed, the government, the private sector organization and all other stake holders such as international financial institutions, trade unions, and employer and employee associations should come together and play a vital role in improving working conditions for the employees. This is when the employment sector will improve, therefore from this study; the following are the recommendations for better employment conditions in the private sector:

First of all, the government should come up clearly and define the living wage for the employees. This should be made uniform for all the sectors of the economy i.e. both private and public sectors. This will force employers in both sectors to give pay to their employees in conformity with the set minimum wage. In the process exploitation in terms of the minimum wage will be reduced.

Secondary the government should through its Ministry of Labour enforce Government Acts, Laws and regulations without delay. The following laws need to be seriously enforced so as to improve the workers' conditions of work. i.e.

- ❖ Local Government Act. chapter 243
- ❖ The Employment Decree of 1974

- ❖ Standing Orders
- ❖ Trade Unions' Act
- ❖ The Public Service Act

These laws have provisions of how workers' welfare should be observed. It is therefore imperative that they should be enforced and employees' conditions will be improved.

Thirdly, the government of Uganda should take it as its responsibility to supervise and monitor the operations of private sector organisations. The government should come up with strategies on how monitoring and evaluation of these organisations should be made. This should focus on checking the employee's terms and conditions of work, employment salaries, appointment letters, duration of employment and the mode of payment. This done, the employees in the private sector will begin to have similes on their faces.

Fourthly, the existing legislations which seem to be outdated should be re-enacted to suit the employment conditions of modern times. For example, there is no law that stipulates the time frame for termination of one's employment. What is available is only what is in the terms and conditions of work. Besides, some aspects of the Employment Decree of 1975 are outdated.

Lastly, there is need for a comprehensive employment policy to guide labour and employment issues in the country. What was started on in 1995 is still shelved. Steps should be taken to make a thorough Employment Act through consultations with all probable stakeholders including employees of the private sector.

Conclusively, more research is needed in this area of employment. This is because what is available is inadequate. More studies should be done. Additional finding should be focused on this aspect such that comprehensive information is obtained.

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This will streamline planning, the private sector will develop and the economy will flourish.

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APPENDICES

Appendix A

Interview Guide for Government Officials

1. Does the government have set conditions which the private firm should satisfy in regard to employment in order for them to qualify to get license of operation.

(I) YES ☐ (ii) NO ☐

If yes, Name these conditions.

(i)

(ii)

2. Do you think the private sector is paramount in offering employment to the unemployed Ugandans?

(i) YES ☐ (ii) NO ☐

Give the justification for your answer.

(i)

(ii)

3. How does the private sector and its management deal with their employees in terms of

(i) Working relationship

(ii) Payment of salaries/wages and mode of payment.....

(iii) Conditions of work. Please elaborate.....

4. Does the private sector have autonomy within itself or do some forces influence its growth and employment situation.

Please elaborate.

5. Could you mention the existing relationship between the private sector and public sector?

(i)

6. Do you think the employees in the private sector participate in the public sector at all?

(i) YES ☐ (ii) NO ☐

If yes, what could be the cause?

(i)

7. What have been the growth trends in the employment section as far as the sector is concerned?

8. What challenges have been experienced by both employees and employees in the private sector?

a) Employees

(i)

b) Employers

(i)

Appendix B
Questionnaire for Employees in the Private Sector

Back Ground Questions

1. How old are you?

a. 12 – 18yrs ☐

b. 19 – 25 yrs ☐

c. 26 – 32 yrs ☐

d. 33 – 39 yrs ☐

e. 40 yrs and above ☐

2. What is your gender?

(i) Male ☐ (ii) Female ☐

3. What is your Nationality?

(i) Ugandan ☐

(ii) Other (specify)

4. What is your marital status?

(i) Married. ☐

(ii) Divorced ☐

(iii) Separated ☐

(iv) Widowed ☐

(v) Other (specify)

5. How long have you stayed in Kampala District?

.....

6. Do you have some dependants living with you?

a) YES ☐ b) NO ☐

If YES, how many?

7. What is the level of education you obtained?

(i) Primary (specify)

(ii) Secondary (specify)

(iii) Tertiary (specify)

(iv) University (specify)

8. What skills do you possess?

.....

9. Do you practice the skills possessed above.

(i) NO ☐ (ii) YES ☐

If YES, how

10. What is your position in this organization.....

11. Through which means did you learn about your present job.

(i) No means ☐

(ii) Friends ☐

(iii) Relatives ☐

(iv) News ☐

(v) Radio ☐

(vi) Others Specify

12. How were you recruited?

a) Sat for interviews and then selected ☐

b) Was just told to start work, ☐

13. Did you have any work before this occupation?

(i) YES ☐ (ii) NO ☐

If YES, What job do you intend to do next;

9. Do they report to you some of the problems?

(i) YES ☐ (ii) NO ☐

If YES, What have you done?

(i)

10. What solutions can help overcome the challenges?

(i)

11. Is the formation of a comprehensive private sector employment policy required?

(i) YES ☐ (ii) NO ☐

Give justification for your response.

(i)

12. What have been the governments' interventions in the private sector before?

(i)

13. Can the unemployment problem be regarded as a legacy of privatization in Uganda and Kampala District in particular?

(i) YES ☐ (ii) NO ☐

If NO what are the other causes

(i)

14. What policy recommendations and strategies would you make for the betterment of the employment situation in the private sector.

.....

QUALITIES/CONDITIONS OF WORK / OCCUPATION

15. Do you have an appointment letter?

(i) YES ☐ (ii) NO ☐

if YES, What are its terms and conditions of employment

(i)

16. What type of office do you occupy/use?

(i) Closed ☐

(ii) Open space ☐

/
(iii) Other (Specify)

/
17. What is the Nature of your job?

(i) Permanent

(ii) Temporary

/
If temporary, after how long are you supposed to leave?

.....

18. Do you get a monthly salary?

a) YES b) NO

If NO mention the other payments and their mode of payment.

.....
.....

19. In which income bracket does your salary fall.

(i) 50,000 – 100,000/=

/
(ii) 110,000 – 160,000/=

(iii) 170,000 -220,000/=

(iv) 230,000 -280,000/=

/
(v) 290,000 -340,000/=

(vi) 350,000/= and above ☐

20. What privileges to do get other than the salary?

.....

21. What assets do you have as a result of this employment?

.....

22. How do you spend your earnings?

a) Pay for school fees ☐

b) Pay for rent ☐

c) Pay debts ☐

d) Others (specify)

Reasons for work in the private sector/ organization

23. Do you have any association of the employees in Kampala District?

(i) YES ☐ (ii) NO ☐

If YES Name them.

(i)

24. Does the association cater for you in any way? (i) YES (ii) NO, If YES state these ways

(i)

25. What do you think are the reasons that made you join this organization?

(i)

26. In your view, have you achieved what made you join this organization?

(i) YES ☐ (ii) NO ☐

If YES what have you achieved?

(i)

(ii)

Benefits of the Private Sector Vs employment sectors

27. In your own view, do you think the private organisations contribute a great deal to development and employment creation in this district?

(i) YES ☐ (ii) NO ☐

If YES What have been the contributions?

(i)

28. What kind of employees dominates employment in this organization?

(i) Native

(ii) Foreign

(iii) Others (specify)

29. What do you think are the reasons for the above dominance?

(i)

30. What plans do you have for your future employment in this organization?

.....

Government intervention / Response

31. What government regulations/laws do you know that relate to the employment in the private sector?

(i)

32. In your own view, are the government laws and regulations above being practiced in this organization?

(i) YES ☐ (ii) NO ☐

If NO what is being practiced instead?

(i)

33. Has the government ever intervened in the regulation of your working conditions in this organization?

(I) YES ☐ (ii) NO ☐

If YES what did it do?

(I)

34. What do you think can be done by government to improve on the employment conditions in the private sector in particular and employment generally?

(I)

PROBLEMS ENCOUNTERED:

35. Do you get any problems which getting on with your job?

(i) YES (ii) NO If YES what are the problems

(i)

36. Mention some ways by which you solve the problems.

(i)

37. What main difficulties did you face in joining this organization?

(i)

38. What relationship do you have with your employer?

(i) Good ☐ (ii) Very Good ☐
(iii) Excellent ☐ (iv) Fair ☐ (v) Poor ☐

39. What are the causes for this type of relationship you mentioned above?

(i)

40. Would you please comment on the general problems faced by the employees in this organization?

.....

41. What do you think can be done to alleviate these problems in your own opinion?

(I)

42. What steps can both the employer and gov't take to improve your working conditions in the organization?

Thank you very much for your cooperation