



UGANDA MANAGEMENT INSTITUTE

ORGANIZATIONAL FACTORS AFFECTING EMPLOYEE PERFORMANCE

IN NON -GOVERNMENTAL ORGANIZATIONS IN UGANDA:

A CASE STUDY OF UGANDA RAINWATER ASSOCIATION

BY

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DECLARATION

I, Promise Winnie Banturaki, declare that this dissertation is a result of my research work and investigation and has not been produced anywhere else before for any kind of ward.

Where other people's work has been referred to, due acknowledgement has been done.

Signed

Date.....

APPROVAL

We certify that Promise Winnie Banturaki has carried out the research under our guidance and supervision. This dissertation has not been submitted anywhere else before for any academic award.

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DEDICATION

I dedicate this piece of work to my dear Grandmother Mrs. Faith Banturaki who has supported me tremendously during this research. The process has not been easy and there are many times that I felt like giving up but her prayers and encouragement kept me going. Grannie I believe God heard your prayers and here we are now! I also dedicate this dissertation to my Father Mr. Bamu Banturaki George for the support, encouragement and above all for believing in me that I could achieve this honor for our family. Thank you daddy for believing in me and encouraging me to complete my research so that I graduate with a Masters! I also dedicate this dissertation to Mrs. Hope Sande, Mummy, we have done it!

Lastly but not least I dedicate this work to my Sisters; Treasure, Barungi, Collette, Daphne and my Brothers; Collins, Conrad, Cousins and encourage them to follow my example for the sky is the limit.

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TABLE OF CONTENTS

DECLARATION I

APPROVAL.....II

DEDICATION III

ACKNOWLEDGEMENT IV

LIST OF FIGURES..... X

LIST OF TABLES XI

LIST OF ACRONYMS.....XII

ABSTRACT X

CHAPTER ONE..... 1

INTRODUCTION..... 1

1.0 INTRODUCTION 1

1.1 BACKGROUND TO THE STUDY 1

1.1.1 Historical Background..... 1

1.1.2 Theoretical Background 2

1.1.3 Conceptual Background 4

1.1.4 Contextual Background..... 6

1.2 PROBLEM STATEMENT 9

1.3 PURPOSE OF THE STUDY 10

1.4 OBJECTIVES OF THE STUDY..... 10

1.5 RESEARCH QUESTIONS..... 11

1.6 RESEARCH HYPOTHESIS 11

1.7 CONCEPTUAL FRAMEWORK 12

1.8 SIGNIFICANCE OF THE STUDY 13

1.9 JUSTIFICATION OF THE STUDY 14

1.10 SCOPE OF THE STUDY 14

1.11 OPERATIONAL TERMS AND CONCEPTS 15

CHAPTER TWO.....	17
LITERATURE REVIEW	17
2.0 INTRODUCTION	17
2.1 THEORETICAL REVIEW	17
2.2 ORGANIZATIONAL FACTORS AND EMPLOYEE PERFORMANCE.....	19
2.2.1 Organizational Structure and Employee Performance.....	19
2.2.2 Centralized and Decentralized Decision-Making and Employee performance	20
2.2.3 Reporting and communication relationships and Employee performance.....	21
2.3 ORGANIZATIONAL CULTURE AND EMPLOYEE PERFORMANCE.....	22
2.3.1 Teamwork and Employee Performance	23
2.3.2 Learning Organization and Employee Performance.....	24
2.3.3 Performance Based Management and Employee Performance	25
2.4 LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE	25
2.5 SUMMARY OF LITERATURE REVIEW.....	27
CHAPTER THREE.....	28
METHODOLOGY	28
3.0 INTRODUCTION	28
3.1 RESEARCH DESIGN	28
3.2 STUDY POPULATION.....	29
3.3 SAMPLE SIZE AND SELECTION.....	29
3.4 SAMPLE TECHNIQUES AND PROCEDURES.....	29
3.5 COLLECTION METHODS.....	30
3.5.1 Questionnaire survey method.....	30
3.5.2 In -depth Interviews.....	30
3.5.3 Document Review	30
3.6 DATA COLLECTION INSTRUMENTS	31
3.6.1 Interview guide	31
3.6.2. Questionnaire	31
3.7 QUALITY CONTROL.....	32
3.7.1 Validity	32

3.7.2 Reliability.....	33
3.8 PROCEDURE OF DATA COLLECTION.....	33
3.9 DATA ANALYSIS	34
3.9.1 Inferential Statistics	34
3.9.2 The Pearson Product-Moment Correlation Coefficient.....	34
3.9.3 Regression Analysis.....	34
3.10 ANALYSIS OF QUALITATIVE DATA	35
3.11 MEASUREMENT OF VARIABLES.	35
3.12 ETHICAL CONSIDERATIONS	35
CHAPTER FOUR.....	36
PRESENTATION, ANALYSIS AND INTEPRETATION OF FINDINGS	36
4.0 INTRODUCTION	36
4.1 RESPONSE RATE.....	36
4.2 DEMOGRAPHIC CHARACTERISTICS OF THE SAMPLE.....	37
4.3 EMPIRICAL FINDINGS ON THE ORGANIZATIONAL FACTORS AFFECTING EMPLOYEE PERFORMANCE IN NON-GOVERNMENTAL ORGANIZATION.....	40
4.3.1 Findings on employee performance in NGOs.....	40
4.4 TO ASSESS THE EFFECT OF ORGANISATIONAL STRUCTURE ON EMPLOYEE PERFORMANCE AT UGANDA RAINWATER ASSOCIATION	44
4.4.1 Testing Hypothesis Number 1	49
CONCLUSION.....	51
4.5 TO EXAMINE THE EFFECT OF ORGANISATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT UGANDA RAINWATER ASSOCIATION;	51
4.5.1 Testing Hypothesis Number 2.....	57
CONCLUSION.....	59
4.6 TO INVESTIGATE THE EFFECT OF ORGANIZATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE AT UGANDA RAINWATER ASSOCIATION;	59
4.6.1 Testing Hypothesis Number 3.....	62
CHAPTER FIVE.....	65
SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS.....	65

5.0 INTRODUCTION	65
5.1 SUMMARY OF THE FINDINGS	65
5.1.1 To assess the effect of organisational structure on employee performance at Uganda Rainwater Association	65
5.1.2 To examine the effect of organisational culture on employee performance at Uganda Rainwater Association	66
5.1.3 To investigate the effect of organizational leadership on employee performance at Uganda Rainwater Association	66
5.2 DISCUSSION OF THE FINDINGS	67
5.2.1 To assess the effect of organisational structure on employee performance at Uganda Rainwater Association	67
5.2.2 To examine the effect of organisational culture on employee performance at Uganda Rainwater Association	69
5.2.3 To investigate the effect of organizational leadership on employee performance at Uganda Rainwater Association	71
5.3 CONCLUSIONS	71
5.3.1 To assess the effect of organisational structure on employee performance at Uganda Rainwater Association	72
5.3.2 To examine the effect of organisational culture on employee performance at Uganda Rainwater Association	72
5.3.3 To investigate the effect of organizational leadership on employee performance at Uganda Rainwater Association	73
5.4 RECOMMENDATIONS	73
5.4.1 To assess the effect of organisational structure on employee performance at Uganda Rainwater Association	73
5.4.2 To examine the effect of organisational culture on employee performance at Uganda Rainwater Association	74
5.4.3 To investigate the effect of organizational leadership on employee performance at Uganda Rainwater Association	74
5.5 LIMITATIONS	74
5.6 AREAS FOR FURTHER RESEARCH	75

REFERENCES	76
APPENDICES	I
APPENDIX 1.....	I
APPENDIX 2	I

LIST OF FIGURES

Figure 1: Presents the diagrammatic interactions of variables and how the IV (organisational structure, organisational culture and leadership styles) directly affect the DV) which is in this case Employee Performance	12
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LIST OF TABLES

Table 1: Sample Frame	29
Table 2: Showing the response rate	37
Table 3: Showing the distribution of respondents by age.....	37
Table 4 :Showing the distribution of respondents by gender	38
Table 5: Showing the distribution of respondents by level of education.....	38
Table 6:Showing the distribution of respondents by experience	39
Table 7:Showing the distribution of respondents by category.....	39
Table 8: Showing views of respondents on employee performance in NGO;.....	41
Table 9: Showing views of respondents on centralized and decentralized decision making;	44
Table 10: Showing views of respondents on reporting and communication relations;	46
Table 11: Correlation matrix for organizational structure and employee performance.....	50
Table 12: Model Summary	50
Table 13: Analysis of Variables (ANOVA).....	51
Table 14: Showing views of respondents on teamwork;	52
Table 15: Showing views of respondents on learning organization;	54
Table 16: Showing views of respondents on learning organization;	56
Table 17: Correlation matrix for organizational culture and employee performance	58
Table 18: Model Summary	58
Table 19: Analysis of Variables (ANOVA);	59
Table 20: Showing views of respondents on organizational leadership;.....	60
Table 21: Correlation matrix for organizational leadership and employee performance;	63
Table 22: Model Summary	63
Table 23: Analysis of Variables (ANOVA).....	64

LIST OF ACRONYMS

AGM	Annual General Meeting
CBGs	Community Based Groups
CBOs	Community Based Organizations
DWD	Directorate for Water Development
EXCOM	Executive Committee Members
GHARP	Greater Horn for Africa Rainwater Partnership
NGO	Non Governmental Organization
SEARNET	Southern and East African Rainwater Network
UMI	Uganda Management Institute
URWA	Uganda Rainwater Association

ABSTRACT

The study investigated Organizational factors affecting employee performance at Uganda Rainwater Association (URWA). Uganda Rainwater Association provided an optimal location for the study because employees' nonperformance had been reported. The study specifically sought to establish the effect of Organisational Structure, Organisational Culture issues and Leadership Styles on employee performance at Uganda Rainwater Association. The study adopted a cross-sectional correlation study design. Data was gathered using a questionnaire from 40 URWA members and 6 employees and an interview guide was used to collect data from 6 Executive Committee Members. Results indicate that organisational structure has a significant effect on employee performance. The study found evidence that the organisational structure of an organisation has a significant positive effect on employee performance. Organisational culture was also found to have a significant positive effect on employee performance as well as organizational leadership. The study concludes that all the three independent variables; organisational structure, organisational culture and leadership styles once improved lead to improved employee performance in non-governmental organisations.. The study recommends that URWA's organizational structure should be architected to strengthen decentralization decision making processes, strengthen communication and reporting relationships that must be supported by relevant policies, rules and regulations to guide staff actions, conducting periodic reviews and evaluations of the organizational structure to ensure its effectiveness in facilitating employee performance by management, upholding and improving teamwork and further recommends that mmanagement and the EXCOM of URWA to maintain their leadership machinery and capitalize on their personal attributes in order to improve employee performance.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The need to manage employee performance is as old as organizational behavior and management studies. Over the years, many practices, techniques, tools, theories, philosophies and systems have been developed and used to manage employee performance. Since the 1960s when organizational scientists such as Agyris (1964), Likert (1961), and Mc Gregor (1960) suggested that the way employees experience their work would affect their performance therefore organizations started to seek to empower individuals to perform better and reduce on the causes that affect employee productivity.

This study investigated the Organizational factors affecting employee performance with particular focus to Uganda Rainwater Association (URWA). The chapter presents the background to the study, statement of the problem, the purpose of the study, objectives, research questions, hypotheses, scope of the study, significance, justification and operational definitions of terms and concepts.

1.1 Background to the Study

1.1.1 Historical Background

Both management and human resource theorists have been concerned with developing Organization principles that improve employee performance before the 19th century. In the late 1950s, managers' attention was caught by the ideas from people such as Abraham Maslow and Douglas McGregor who proposed that organization structures and management practices had to be altered so as to bring full productive potential of employees (Robbins, 2001 pg 592).

Scientists such as Argyris (1964), Likert (1961), and McGregor (1960) suggested that people behave the way they need to in organizations either: because they have to, that is, they are compelled; because they have incentives to do so, they are induced; or they are driven to do so by their internal benefits and values.

Fowler (1997) noted that the performance of NGOs is diverse stemming from the contrasting values and goals of those who start and lead them, the different times and contexts in which they evolve, the many levels at which they operate in society, the varied scope of their activities and the wide mix of resources they mobilize. Everywhere performance shapes the lives of people and organizations in accordance with its logic and its demands. There is no universal recipe for improving NGO performance; instead performance rests on the unique history, the characteristics of the people involved and the environment at any point in time (Fowler, 1997).

1.1.2 Theoretical Background

There are a number of theories that explain employee performance advanced by different scholars. All of them are inconclusive and subject to criticism (Jones and Merricks, 2006). Mullins explains that such theories are of two types: Content theories such as Maslow's hierarchy of needs model, Alderfer's continuum of needs model, Herzberg's two factor theory and McClelland's theory of achievement motivation; and Process theories, such as Vroom's expectancy theory and the Porter and Lawler expectancy model. Both Content and Process theories explain that employees are motivated to perform well by either monetary or non monetary rewards yet ignore organizational factors that influence employee performance. In this study, the Systems Theory was used to describe and explain the relationship between organizational factors and employee performance because it gives a holistic picture of organizations as systems and their interaction with the environment to produce outputs (performance).

Incidentally Bertalanffy's (1956) General System theory took a holistic view of organizations, and defined a system as a set of elements in interrelation among themselves and the environment. To have a thorough understanding of organizations, the application of the characteristics of open systems described by Katz and Kahn (1978) is important. They maintained that every organization, as a system, bears several indispensable characteristics. These characteristics form a framework for appraising employees, isolating performance problems, and identifying relationships critical to organizational effectiveness, and serve as a component of philosophical underpinning of employee performance.

Organizations are totally dependent on the external environment in which they operate (Rothwell, 1996b). All organizations acquire resources from their external environment and transform them into products and services demanded by the larger environment. The systems theory simply analyzes which organization takes in resources (inputs) from the larger system (environment), processes these resources and transforms them into outputs for consumers in the external environment (Gibson, Ivancevich, and Donnelly 1997, 19). Skills and abilities come from human resources in the environment and are the input to the system as the organization hires new employees. These skills and abilities are then acted upon as the employees go about their jobs resulting into outputs such as performance for the organization.

The NGO as an organization can usefully be understood in systems terms. As we have recognized in the system's theory, NGOs too possess the characteristics of a system in that a change in one part will have an effect in the other parts of the system. An NGO is a complete open system a recognizable whole made of independent parts which are collected in an organized way which interacts with the environment (Haddock, 2002).

NGO Systems comprise procedures, processes and agreed way of working. It can be useful to divide systems into those which have external focus and those which are concerned with internal operations of the NGO.

Internal systems create a supportive infrastructure of stability and consistency aimed at allowing the different programmes and organization as a whole to realize its fullest potential (Human & Zaimann, 1995, pg 156). The key internal systems of an NGO are policy development, strategy development, co-ordination and decision making, operational planning and budgeting, reflection, learning and quality improvement, micro-macro linkages or leverage (sometimes called 'scaling up' of impact), human resource management, information and communication and performance accountability (Fowler & Malunga, 2010). The internal systems relate to staff own characteristics and hence influence their performance.

The theoretical underpinning of this study was to appreciate that there are different factors that affect employee's performance in NGOs and they are all dependent on each other for an organization to survive. In addition, the environment within which employees work should not be ignored as a contributing factor to their performance. The researcher examined whether this principle applied within URWA.

1.1.3 Conceptual Background

The study examined the concepts of organizational factors affecting employee performance in non-governmental organizations. Although, there was no standard framework for understanding the employee performance process as a whole, a wide range of factors were found useful in interpreting employee performance (Kevin et al, 2004).

The term Non-Governmental Organization (NGO) was used to cover hundreds of types of organizations within the civil society and there is wide variation in what the term actually means.

NGOs have been defined as those organizations in civil society which are either: formed to assist the needy or disadvantaged or those which are formed to pursue common interest in and/or to take action on a particular subject issue which causes disadvantages or detrimental impacts to the well-being of people as a whole (Haddock, 2001).

NGOs are extremely heterogeneous groups of different organizations ranging over a wide spectrum: from small loose-knit voluntary organizations to multi-million dollar organizations employing thousands of people; from village to national federations to international networks.

Organizational Factors influencing employee' performance in the NGO world are also various but this study focuses on three elements namely; Organizational structure, Organizational Culture and Leadership styles with each being operationalized as seen in the conceptual framework.

Fontaine (2006), defines organizational structure as the manner in which an organization arranges (or rearranges) itself. Ledbelter (2003) notes that Organizational Structure is critical both for a company and its employees and that a lack of understanding regarding organizational structures and their influence on performance can negatively influence the choices made to resolve organizational problems.

Gourley, (2002) defines Organizational culture as the shared values, norms and expectations that govern the way people approach their work and interact with each other which constitutes the uniqueness of that organization and differentiates it from others.

A typical definition of leadership may be considered as the process (act) of influencing the activities of an organized group in its efforts toward goal setting and goal achievement (Bryman, 1996:276). Bryman (1996:281) also defined a leader as 'someone who defines organizational reality through the articulation of a vision'.

1.1.4 Contextual Background

NGOs are increasingly recognized and acknowledged by the government as important players in the country's social, economic, political and intellectual development. The NGOs play a key role in service delivery. NGO activities help mobilize, sensitize, consult and aggregate citizens' interests for collective and transformative action. They fulfill these roles at three different levels namely: at agenda setting; at policy development; and policy implementation, monitoring, evaluation and ensuring transparency and accountability in public offices. NGOs, as Non-state actors are, therefore legitimate partners to government in nation building (National Development plan (2010/11-2014/2015)).

Government's Economic Recovery Programme (ERP), the subsequent Poverty Eradication Action Plan (PEAP) and the NDP (2010/11-2014/15) were predicated on promotion of private sector-led growth. At the same time, Uganda's Constitution 1995 guarantees the right of every Ugandan to engage in peaceful activities to influence the policies of Government through Civic Organizations. Furthermore, the Local Government Act 1997 specifically provides Civil Society Organizations (CSOs) with an important role in service delivery at community level.

Uganda's GDP annual growth rate in Uganda is averaged at 7.01 percent from 2005 until 2014 (<http://www.tradingeconomics.com/uganda/gdp-growth-annual>) despite the global financial crisis and recession which adversely affected the global economy. Strong growth continues in the service sector; including transport and communications which grew by 20% per annum during the period under review; financial services which registered a strong growth of 21% per annum and the health services which grew at 8.1%. Manufacturing registered a strong growth of 8.3% as well as mining and quarrying with growth rate of 9.2%. NGOs have been identified as key stake holders in contributing to these growth levels with no scientific proof to that effect. According to the National Development Plan (NDP 2010/11-2014/15), "...government enjoys productive partnerships with the civil society

organizations and supports the role they play in the process of economic growth and development, which includes; (i) Advocacy, particularly for interest groups who might otherwise be neglected; (ii) Voluntarily financed service delivery in sectors not covered by government programmes; (iii) publicly financed service delivery, subcontracted by government; (iv) Support to conflict resolution; and (v) independent research on the key policy issues”.

However, despite the recognition of NGOs’ contribution by government, the sector still experiences a number of challenges that have also been identified in the National Development Plan. The main challenge is the lack of a comprehensive and institutionalized framework for interface between NGOs, and Ministries, Departments and Agencies (MDAs) at national and district level. Other challenges include: the current NGO legal, regulatory and policy framework that fuels hostility rather than cooperation and partnership.

With the growing management concerns, periodic attention to performance of employees is now mandatory in most top corporations and NGOs are following suit. The NGO sector is linked to voluntarism with volunteers making up an important part of most NGO work forces and this trend of using volunteers and “unpaid staff” is growing steadily. It should be however noted that not all people working for NGOs are volunteers (Drucker, 1992).

Paid staff members in some NGOs typically receive lower pay than in the commercial private sector and this has presented a unique challenge for many NGOs when it comes to increasing the retention, service longevity and performance (Drucker, 1992).

URWA is a national non-governmental organization (NGO) that was formed in 1999. URWA supports communities to improve their socio-economic situation through mobilization, information, and skills and experience sharing with its major focus of community support being rainwater harvesting for domestic water supply, production and environment conservation. The

organization works closely with Directorate for Water Development (DWD) for policy guidance and direction. URWA is a member of Southern and Eastern Rainwater Network (SEARNET) and Greater Horn for African Rainwater Partnership (GHARP) regional coordination bodies, which seek to strengthen coordination and information sharing in their efforts to promote rain water harvesting for increased food security, poverty reduction and improved livelihoods in the region. URWA has an elected Executive Committee (EXCOM) and a secretariat headed by the Liaison officer. The secretariat is charged with programme and project planning and implementation. URWA has 40 members who include organizations i.e. non-governmental organizations, community based organizations and individuals. URWA implements her activities through her members and currently operates in 6 districts of Uganda (local level) and at the national level.

URWA like any other NGO has employee performance challenges. URWA employees among their assigned roles in their job descriptions are required to provide technical support to its members in the area of rainwater harvesting, mobilize resources to facilitate the association's activities, share relevant information on rainwater harvesting with her members and stakeholders, link the association to international, regional, national rainwater networks, influence national policy and legal reforms on rainwater harvesting among others (URWA Strategic Plan 209-2014).

In a job analysis conducted by URWA in 2012, it was reported that URWA's employees were unable to interpret and perform towards achieving their respective roles and responsibilities as outlined in their job descriptions. It was also noted that their organizational structure excluded some jobs which were aligned to the Liaison Officer, hence performance gaps, uncoordinated work and task ambiguity for the employees (URWA Job Analysis Report, 2012).

1.2 Problem Statement

Employee Performance is high on the list of priorities of non government organizations. In a number of developing countries, people working in NGOs have frequently heard the comment that they cannot sufficiently motivate staff or volunteers to perform as required. There can be many reasons for NGO staff to under-perform, including reasons related to low pay and motivation; equally the success or failure of every NGO or CBO will depend on the organization's ability to attract, develop, and hold committed people (Drucker, 1992). Many NGOs cannot rely on hierarchy and coercion, or financial rewards and material incentives as the means to obtain the compliance of staff towards organizational goals. Rather the route to compliance lies in satisfying the self motivation of staff and volunteers which has a direct bearing on their performance (Lewis, 2001).

There is documented evidence that reveals that URWA's overall performance had declined which was attributed to among other factors, employees' nonperformance. In a Job analysis conducted by URWA in 2012, it was reported that employee performance had declined over the last seven years as evidenced by their inability to satisfy their stakeholders. The organization's funding base has dramatically declined with employees failing to meet the fundraising target which has affected the association's activities. The report further reveals gaps in communication especially with key stakeholders as well as the shrinking space of the organizations in the sector's (Water and Environment) activities. The inability of URWA staff to effectively communicate to her stakeholders and strategically position the organization at the national level to influence policy reforms on rainwater harvesting has hindered their critical contribution to the sector (URWA Job Analysis report, 2012).

Despite efforts by the organization through its management to improve employee performance like, capacity building and training programmes for staff, exchange and leaning visits to sister organizations in the region to draw performance best practices, technical assistance to staff by the EXCOM, development of organizational polices to guide internal organizational processes linked to efficient and effective performance of employees, underperformance tendencies in URWA still arouses questions to the stakeholders concerned (URWA Job Analysis Report, 2010).

At the time of this study, not much research existed, assessing organizational factors affecting employee performance of NGOs in the South and with this regard and the employee performance challenges mentioned above that affect URWA, the researcher has been intrigued to investigate organizational factors such Organizational Structures, Culture and Leadership and how these factors affect employee performance so that recommendations to avert the employee performance challenge in URWA but also provide solutions to any other NGO facing the same challenges. In addition the researcher intended to contribute to this particular subject and add to the body of knowledge so that the findings and recommendations will provide a reference point to those intending to further this research.

1.3 Purpose of the Study

The purpose of the study was to examine organizational factors affecting employee performance in Non-Governmental Organizations: a case study of Uganda Rainwater Association (URWA).

1.4 Objectives of the study

1. To establish the effect of organisational structure on employee performance at Uganda Rainwater Association.

2. To examine the organisational culture issues that affect employee performance at Uganda Rainwater Association.
3. To investigate the effects of leadership styles on employee performance at Uganda Rainwater Association.

1.5 Research questions

This study sought to answer the following questions;

1. What is the effect of Organisational Structure on employee performance at Uganda Rainwater Association?
2. What effect do Organisational Culture issues have on employee performance at Uganda Rainwater Association?
3. What is the effect of leadership styles on employee performance at Uganda Rainwater Association?

1.6 Research Hypothesis

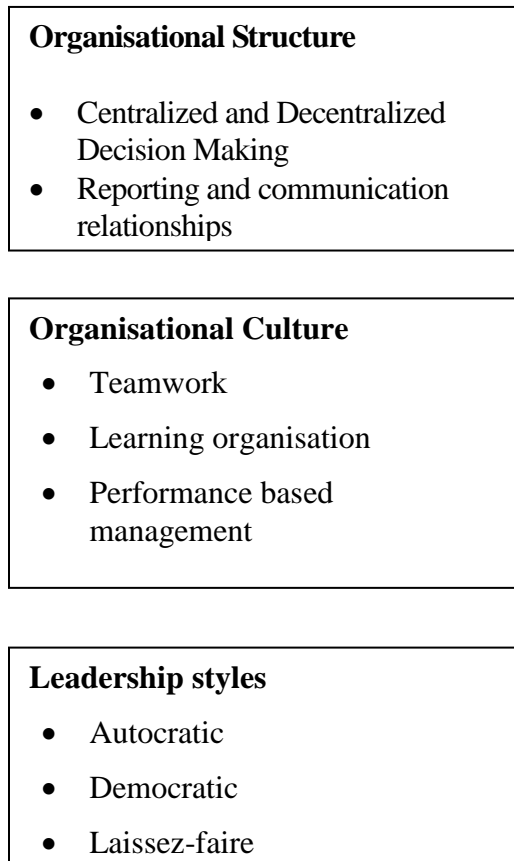
The study tested the hypotheses:

1. Organizational structure does not significantly affect employee performance.
2. Organisational culture issues do not significantly affect employee performance.
3. leadership styles do not significantly affect employee performance.

1.7 Conceptual Framework

INDEPENDENT VARIABLE (IV)

Organisational Factors



DEPENDENT VARIABLE (DV)

Employee Performance



Source: Adapted from the writings of North house (1997)

Figure 1: Presents the diagrammatic interactions of variables and how the IV (organisational structure, organisational culture and leadership styles) directly affect the DV) which is in this case Employee Performance

The relationship expressed by the conceptual framework above is that if organizational factors are controlled, employee performance will improve. Organizational factors were conceptualized as the independent variable with dimensions of organizational Structure, Organizational Culture

and Leadership Styles affecting the dependent variable, Employee performance. The assumption held is that an NGO is likely to be influenced by the choice of its structure which in turn influences its strategy, organization culture, leadership style and approach to teamwork as well as its ability to learn. In other words, this will have very important implications on its employees' performance and identity, and vice versa (Haddock, 2002).

1.8 Significance of the Study

The study brought out the specific issues and challenges such as centralized decision making processes where most decisions are made by top management and limits employees' active participation in decisions that affect their wellbeing, lack of team work, limited opportunities express their views to management and the EXCOM among others, which have affected employee performance at Uganda rainwater Association. Information generated from these findings is hoped to benefit other NGOS suffering the same challenges as URWA as this will provide a nod for future interventions by the sector actors aimed at improving the employee performance.

This study further will benefit the NGO board of directors, managers, employees, professionals, practitioners and policy makers in understanding the organizational factors such as structure, culture and leadership styles and their effect on employee performance in non-governmental organizations that are specific rather than being rule of the thumb. Furthermore, the study will contribute to the extension of the frontiers of the body of knowledge. Though other studies could have contributed towards the understanding of employee performance elsewhere, the organizational factors and their implication to employee performance in non-governmental organizations was hitherto not well known. The study therefore, added new knowledge on the current literature. Moreover, the limitations of this study in terms of methodology or tools in addition the unconcluded issues in this study; provide a basis for further research.

1.9 Justification of the Study

A number of studies have been done on organizations and employees generally. A large body of existing literature on employee performance studies is limited to big Northern NGOs, little is documented on Southern NGOs. Many studies describe particular management practices and styles like motivation, human resource practices among others which are claimed to lead to more productive employees (Patterson et al. 1997).

This study established the correlation between organizational factors and employee performance by giving profound knowledge on the subject matter so that corrective actions can be made.

1.10 Scope of the Study

The scope of the study was represented as; Content Scope, Geographical scope and Time scope.

Content Scope

The study was carried out in URWA among management, staff and EXCOM members and development partners. The content scope included Organizational Structure which was represented as: centralized and decentralized decision making, reporting and communication relationships; Organizational Culture: teamwork, learning organization and performance based management; Leadership Styles as Autocratic, Democratic and Laissez-faire.

Employee performance which was represented as: Quality of work as stakeholder satisfaction and Achievement of targets as timely delivery and availability of appropriate documentation and reports.

Geographical Scope

The study was carried out at URWA because it is the only rainwater harvesting association in Uganda with employee performance challenges.

Time Scope

This study was carried out between the periods of 2009 to 2015. This is the period that URWA experienced a significant decline in its employees' performance which resonates with the overall organization's poor performance over the years.

1.11 Operational Terms and Concepts

Achievement of targets: Targets can also be defined as measurable performance or success level that an organization/person intends to achieve in a specified time period. They are yard sticks for judging when performance is at an acceptable level.

Employee Performance: Employee Performance is defined as a degree of accomplishment of the tasks that make up an employee's job (Leislle and Llyod, 1992).

Employees: Refer to URWA full time staff, management, technical staff and volunteers.

Leadership styles: These are methods used by managers and supervisors of employees to administer the organisation.

Organizational Culture: Is the pattern of values, norms, beliefs, attitudes and assumptions that guide the behavior and actions of the organization's members (Armstrong, 2001).

Organizational factors: Include organizational structure, organizational culture and Leadership styles.

Organizational Structure: The pattern of relationships among positions in the organization and among the organization. It defines tasks and responsibilities, work roles and relationships and channels of communication (Mullins, 2007).

Quality of work: Quality of work is defined as the degree to which the process or result of carrying out an activity approaches perfection, in terms of their conforming to some ideal way of performing the activity or fulfilling the activity's intended purpose (Bernadin, 2007).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The literature reviewed in this study was meant to examine organizational factors affecting employee performance in NGOs. The chapter focused on the critical review of literature on the key concepts and variables shown in the conceptual framework above. The information gathered during the literature review was given an NGO perspective so as to focus the study.

The review was structured under the following themes: theoretical review, organizational factors and employee performance. These themes were further broken down to; organizational structure and employee performance, organizational culture and employee performance, and leadership styles and employee performance derived from the objectives highlighted in chapter one.

2.1 Theoretical Review

Within the broad theoretical framework, the Open Systems theory advanced by Ludwig Bertalanffy 1956 was used to explain, predict and understand employee performance among NGOs in Uganda with specific focus on Uganda Rainwater Association.

Traditional theories regarded organizations as closed systems that were autonomous and isolated from the outside world. An organization by its most basic definition, is an assembly of people working together to achieve common objectives through the division of labor. An organization provides a means of using individual strength within a group to achieve more than what can be accomplished by the aggregate efforts of group members working individually, Mullin (1998). In the 1960s, however, more holistic and humanistic ideologies emerged. Recognizing that

traditional theories had failed to take into account many environmental influences that influenced the efficiency of organizations, most theories and researchers embraced an open-systems view of organizations.

The Open Systems Theory draws its origins and foundation from Ludwig von Bertalanffy who advanced it in the first half of the 20th century as a response to the increasing fragmentation and duplication of scientific and technological research and decision making in what he called the Allgemeine Systemlehre (general theory of systems or, more popularly, general system theory (GST)).

The term 'open systems' reflected the new found belief that all organizations are unique because of the unique environment in which they operate and that they should be structured to accommodate unique problems and opportunities. Environmental influences that affect open systems can be described as either specific or general. The specific environment refers to the network of suppliers, distributors, government agencies, and competitors with which a business enterprise inter-acts. The general environment encompasses four cultural values which shape views about ethics and determine the relative importance of various issues. Economic conditions, which include economic upswings, recessions, regional unemployment and many other regional factors, affect an organization's ability to grow and prosper. Economic influences may also partially dictate an organization's role in the economy. The legal and political systems in which an open system operates can play a key role in determining the long-term stability and security of the organization's future. These systems are responsible for creating a fertile environment for the success or failure of the business community or an organization.

The open-systems theory also assumes that all large organizations are comprised of multiple subsystems, each of which receives inputs from other subsystems and turns them into outputs for

use by other sub-systems. The sub-systems are not necessarily represented by departments in an organization, but might instead be employees or resemble patterns of activities. Organizations require these inputs which react with other sub-systems to produce outputs. An important distinction between open systems theory and more traditional organization theories is that the former assumes a sub-system hierarchy, meaning that not all of the sub-systems are equally essential. Furthermore, a failure in one sub-system will not necessarily thwart the entire system. By contrast, traditional mechanistic theories implied that a malfunction in any part of a system would have an equally debilitating impact (Elloy and McCombs, 1996).

Other theories attempted to classify theories about organizations as; autonomous units in control of their own destiny (Van de Ven and Astley, 1981), organizations being influenced and dominated by environmental forces, machines, organisms, psychic prisons, cultures and political systems, yet the systems theory goes ahead to explain the nature of organizations and how they function as well as how they comprise a set of parts (sub-systems) that interact with each other to form a unified organization with a unique identity.

2.2 Organizational Factors and Employee Performance

2.2.1 Organizational Structure and Employee Performance

Organizational structure is critical both for an organization and its employees. Organizational structure defines how job tasks are formally divided, grouped and coordinated (Robbins & Judge, 2007). Organizational structure according to Robbins and Judge determines the manner and extent to which roles, power, and responsibilities are delegated, controlled, and coordinated, and how information flows between levels of management. The structure of an organization according to Wilson and Rosenfield is the established pattern of relationship between the component parts of an organization, outlining both (sic) communications, control and authority

patterns. Structure distinguishes the patterns of an organization and delineates the relationship between them (Wilson and Rosenfield, 1996).

Although other scholars do not stress the size of organizations that require organization structures, Haddock, 2000 emphasizes that even the smallest NGO must develop structures and systems to enable them to work efficiently and effectively. They act as mechanisms for distributing tasks and coordinating activities together with the way in which power and authority are divided in an NGO. The developed structures are appropriate to the needs and mission of the organization and in most cases NGOs design and organize themselves so that they can work towards their strategic goals whilst being consistent with their values (Haddock, 2002).

NGOs face challenges creating and maintaining a structure that serves first of all the needs of its beneficiaries, but also the needs of its stakeholders (including its staff members). It is argued that poor or inappropriate structures reduce employee productivity and add cost than value by impeding information sharing, decision making and workflow (Egan, 1993).

2.2.2 Centralized and Decentralized Decision-Making and Employee performance

The structural issues of centralized and decentralized decision-making have long been present in the management literature. In some organizations, top managers, make all the decisions. Lower-level management merely carry out top management directives. At the other extreme, there are organizations in which decision making is pushed down to the officers who are closest to the action. The former organizations are highly centralized; the latter are decentralized (Robbins & Judge, 2007).

Decentralization tends to raise sharp divisions within the NGO because it concerns who holds power to make decisions and allocate resources and is more preferred to centralized decision making because it allows front-line employees to deliver effective services because they are

given the power and resources to do the job relatively unhindered by central control (Haddock, 2002). NGO managers see centre as a bottle-neck that hinders progress and performance of employees (Hadson, 1995).

However people in favor of centralization argue that the need for accountability to funders (such as government & local authorities and the housing corporation) requires more centralized decision making processes. The lack of skill and experience in the fields serve as good reasons for drawing more responsibility into the centre (Hadson, 1995).

The dilemmas that face many NGO managers on the debate on decentralized and centralized decision making are simply not by an 'either/or' position. Hudson urges NGOs to conduct a review to determine which management issues should be decentralized and which should remain in central control. This study assessed whether these dilemmas are true for URWA and determine how organizational structure affects employee performance.

2.2.3 Reporting and communication relationships and Employee performance

The organizational chart usually portrays the organization's structure using boxes and vertical and horizontal lines to connect the boxes. The vertical lines demonstrate the reporting relationships of supervisors and their reporting staff. The lateral or horizontal lines indicate a working relationship.

Communication is one of the most dominant and important activities in NGOs (Harris & Nelson, 2008). Fundamentally, relationships grow out of communication, and the functioning and survival of organizations is based on effective relationships among individuals and groups. In addition, organizational employees' capabilities are developed and enacted through "intensely social and communicative processes" (Jones et al., 2004). Communication helps individuals and groups coordinate activities to achieve goals, and it's vital in socialization, decision-making,

problem-solving and change-management processes. Mukasa (2006) argues that information gaps, reduces autonomy, impairs interpersonal relations, hence interferes with overall employee performance process.

This study examined the imperativeness of reporting and communication relationships and how they influence employee performance.

2.3 Organizational Culture and Employee performance

The concept of organizational culture in organizational theory has been borrowed from anthropology and has now evolved into a major area for organizational research. Organizational culture is based on the idea that organizations, no matter how small, behave like ‘mini societies’ that have their own particular sets of basic values, ideologies and assumptions which guide and fashion the norms of desirable individual and group behavior of their members (Haddock, 2002).

NGOs are unique organizations and their cultures vary from one organization to another which has been attributed to the mix of organizational styles each of which is based on a particular assumption about the ways organizations work. NGOs are distinguished by their purpose, but they have established systems and structures, and they employ staff and resources to achieve their purposes (Smillie, 2001). Depending on the type of culture that is created in an NGO, it can have a positive or negative effect on employee performance (Haddock, 2002).

Some scholars like Perterson et al, (2011), have argued that since NGOs do not work towards profit goals their mission statements serve to define these organizations’ culture and express their values. In addition, they note that these mission statements contain information on operational objectives, direct employee behavior towards specific goals and enhance the organization performance and survival. Others on the other hand like Hudson (1995) argue that NGO culture is learned as a result of the socialization process which commences when an employee expresses

interest in joining the organization and continues throughout their involvement with the organization. These learned behaviors and practices influence their employees' behavior. He asserts that organization culture is determined by the organization's history and is shaped by decisions that people have taken in the past, particularly those taken by significant individuals such as the founder.

Organizational culture is a very significant element of identity and one of which can be extremely difficult (indeed, some would say almost impossible) to change. Nevertheless, in NGOs it is important for everyone to be conscious of the culture of the organization and the impact that this can have almost every aspect of how the organization operates. However this does not necessarily mean that employees aware of the organization's culture cannot perform on their duties. This study established organizational culture issues in URWA and how it influences employee performance

2.3.1 Teamwork and Employee Performance

As organizations grow, there is greater emphasis for delegation, self-empowerment and teamwork. Such teams are found at all levels and are tied together by different tasks or responsibilities.

Alan Fowler regards team working as a core NGO characteristic, one that is essential for developing partnerships and external relationships. Many NGOs consider team working essential to the type of work they do. The holistic nature of NGO efforts and importance of community collaboration requires teams with a variety of specialists (Smillie, 2001).

Smillie continues to note that team working in NGOs is central to the way employees work where teams are motivated by a 'passion for development work'. The picture, of course is not all about successful employee performance using teamwork. Quite often, there are conflicts and

frustrations that arise among employees. Teams work against each other and sometimes engage in turf-wars and departmental squabbles which impede their performance (Smillie, 2001). Therefore dysfunctional teams need mechanisms to resolve conflict and allow people work together in their own way, operating much of their time according to their own unofficial rules, forming their own coalitions and perhaps sometimes working counter to what senior management deems appropriate provided they perform their task to achieve organizational objectives.

2.3.2 Learning Organization and Employee Performance

Learning organization is in principle, based on equally, open information and participation enabling ideas to bubble up from anywhere that can help the organization seize opportunities and handle crises. In a learning organization, employees play roles in teams or departments and those roles may be continually redefined or adjusted. The essential value is problem solving as opposed to the traditional organizational design for predictable outcomes.

In NGOs, the stakes might be high, but need great fluidity and adaptability. The development world is ever changing and NGOs to be effective are constantly ready to receive and learn from new information and experience and have been able to improve their approaches and interventions as a result of what they learn (Easterly, 2006). This in turn changes their structure, suggesting they have to remain flexible, able to adapt and change according to learning and new information.

NGOs learn more methodologically by analyzing their actions. They systematically give priority to self reflection of their employees' performance and sharing experiences that has been the case to date. NGOs decide how to tackle the development of their management capabilities, and most of the learning about improving performance comes from the NGO sector its self (Britton, 1998).

2.3.3 Performance Based Management and Employee Performance

Performance-based management has become widespread in the public and NGO sectors. A variety of terms are used in literature on this topic. Besides performance-based management there is results management, result-based management, managing for results, managing for outcomes, outcome focused management and performance management. The intent behind this movement is to measure what results are achieved in as far as meeting organizational objectives and use the results/information for better management of public funds and reporting of those funds (Mayne, 2010).

In what seems to be an attempt at critical assessment of their performance, a substantial body of literature has addressed whether and how, NGOs can live up to the high expectations of their constituency as well as the donor community (Korten, 1987, Drucker 1990, Esman, 1991, Edward &Hulme, 1992, Meyer 1992, Brett, 1993). The criteria for assessing performance and weakness of employee in NGOs are often related to the internal management processes of these NGOs.

In this regard, Stewart (1997:13) argues that the focus on internal management allocates responsibility to NGOs for failing to meet employee performance expectations, internal management problems hence unreality of the expectations about NGO performance.

2.4 Leadership Styles and Employee Performance

Leadership styles are methods managers use in administering an organization to achieve its goals (Polelle, 2008). The leadership styles used vary from different situations, and organizations' success in obtaining their goals and objectives depend on the managers and leadership styles (Bittel & Newstrom, 1990). The major established leadership styles by Kurt (1939) include autocratic, democratic and laissez faire.

To date leadership research has focused predominantly on the role and character of leaders in the for-profit sector and not for the non-profit sector (Adair, 2002; Bennis and Nanus, 2004; Kotter, 1996). Most of the studies on NGO leadership styles are based on the developed industrialized countries of the north, with particular focus on the individualistic, low power distance cultures of North American or Europe. Furthermore, while there is a small, but growing body of research into leadership in the NGO sector, most of it is based on the experience of US NGOs and is concerned with the works of boards rather than individual leaders.

As with the mainstream leadership research, most studies still emphasize the personal characteristics and attributes of individual leaders. For example, Uphoff's studies (Uphoff and Esman, 1998) into the dimensions of effective rural development programmes, high light the role of key individuals as playing a catalytic role in inspiring, initiating and guiding innovative processes. In a similar vein, the study by Smillie and Hailey (2001) into the management of some of the larger local NGOs in Bangladesh, India, and Pakistan highlighted the crucial role of individual leaders in the development and growth of these NGOs. In their study they noted that these NGO leaders had a highly personalized and distinctive leadership styles. Research on leaders of the NGOs studied have demonstrated a striking ability of leaders to balance competing demands on their time and energy with their own values and ambitions, and being both managerial and value driven; having the ability to understand and work with the resources they have and the volatile environment they find themselves. These development leaders' are described as having a distinctive leadership style that is characterized as being value-driven, knowledge based and responsive.

With much research focusing on the traits and attributes of individual leaders, one cannot overlook the influence that culture and wider contextual issues play in determining the strategies

different NGO leaders adopt to promote employee performance. The social identity theory argues that leadership behavior is bound up with leaders' definitions of themselves in relation to the group-their social identity (Haslam, 2001).

This study I therefore examined the leadership styles employed in URWA and how they affect employee performance.

2.5 Summary of Literature Review

Although there is rich literature about organizational factors affecting employee performance, what is available is drawn to big european and business enterprises. Little is documented on NGOs; and this literature does not relate directly to employee performance in NGOs Armstrong (2001); Bratton and Gold (1999; O'Doherty (2001); Rothwell (1995).

The literature reviewed does not support the hypotheses stated in chapter; and the assumptions made about the relationship between employee performance and organizational processes and outcomes need to be examined further to understand further in the NGO context.

The implication for management is that far more research is required to dispel the myths that these factors are also applicable to all NGOs. Best practices can be improved by continual research, and it is for this reason that the researcher sought ground to carry out more research about the selected organizational factors affecting employee performance in URWA and also test the stated hypotheses.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodology that was used during the study. It describes and discusses the research design, sample size and selection, sampling techniques and procedures, data collection methods and their corresponding data collection instruments, data analysis procedure as well as steps taken to ensure validity and reliability during the study and measurement of variables.

3.1 Research Design

The study adopted a cross-sectional correlation study design. This design was adopted because data was collected from a cross section of respondents at a given point in time. Since the study sought a test hypothesis, a simple correlation design was adopted to examine the influence of organizational factors on employee performance Amin (2005).

The study was mainly quantitative. The quantitative approach was adopted because the study intended to examine the effect of one variable on another. Such an endeavor can be best achieved when a quantitative approach is used because it allows for collective numeric data on observable individual behavior of samples, then subjecting the data to statistical analysis (Amin, 2005). A qualitative approach was also adopted; this was aimed at enabling the researcher capture data that was left out by the quantitative approach.

3.2 Study Population

Sekaran (2003), defines a population as the entire group of the people or events or things that researcher wishes to investigate. URWA consists of 56 members who include URWA Members, Employees and the Executive Committee who constituted the study population.

3.3 Sample Size and Selection

Leary (2004) cited in Kakatura (2009) defines sampling as the process by which a researcher selects a sample of participants for the study from a population of interest. A sample of 52 respondents was selected to participate in the study. The size was determined using the sample size table of Krejcie and Margn (1970) as cited in Amin (2005).

Table 1: Sample Frame

Category of respondents	Population	Sample size s	Sampling technique	Data collection method
URWA Members	44	40	Stratified/Simple random sampling procedure	Questionnaires
URWA Employees	6	6	Purposive	Questionnaires
Executive Committee	6	6	Purposive	Interviews
Total	56	52		

3.4 Sample techniques and procedures

A number of sampling techniques were used to obtain the sample of respondents. First stratified random sampling was used; respondents were categorized into three strata namely: URWA Members, URWA Employees and the Executive Committee. After stratification, simple random sampling technique was used to select active URWA members, while URWA employees and the executive

committee members were purposively selected since they were believed to have in-depth knowledge on the subject matter under investigation.

3.5 Collection Methods

3.5.1 Questionnaire survey method

The study used the questionnaire survey method to collect data. The use of a questionnaire in this study was important mainly because the purpose of the study was to establish organisational factors affecting employee performance in non-governmental organisations. Such information could best be obtained using a closed ended questionnaire which allows for easy correlation and regression of the respondents' attitudinal disposition on the independent and dependent variables. Secondly the use of a questionnaire method allowed busy respondents fill it at their convenient time. It also allowed respondents express their views and opinions without fear of being victimized (Oso & Onen, 2008).

3.5.2 In -depth Interviews

Amin (2005) defines an interview as an oral questionnaire where the investigator gathers data through direct verbal interactions with participants. Interviews in the study helped the researcher obtain more information and organizational factors and employee performance. This method was of advantage to the researcher because it offered an opportunity to adapt questions, clarify the questions by using the appropriate language, clear doubts and establish rapport and probe for more information (Sekaran, 2003).

3.5.3 Document Review

The researcher reviewed documents in order to obtain recorded information that is related to the issue under investigation. This method was used because it enabled the researcher access data at her

convenient time, obtain data that is thoughtful in that the informants have given attention in obtaining them and enables the researcher obtain data in the language of the respondent (Oso & Onen, 2008)

3.6 Data Collection Instruments

The instruments used in this study were questionnaire and an interview guide.

3.6.1 Interview guide

An unstructured interview guide was used as a tool for collecting in depth information from the key informants. The guide has a list of topical issues and questions which were explored in the course of conducting the interviews. The guide was drawn with the questions soliciting for the perception of the key informants regarding the effect of organizational factors affecting employee performance. The interview guide was important because it provided in-depth data which would have not been possible to obtain when using self-administered questionnaires (Mugenda & Mugenda, 1999: Kakoza, 1999).

3.6.2. Questionnaire

Researcher administered and structured questionnaire was used to solicit views, opinions and perceptions of the selected respondents. A standard Questionnaire on a five point Likert scale was used to get quantifiable soft primary data from individual respondents. The scale was designed as indicated below: 5- Strongly agree; 4- Agree; 3- Not sure; 2-Disagree; 1-Strongly disagree. The respondents recorded their answers within closely defined alternatives. The choice for researcher administered questionnaire was based on the quest for high response rate with a short period of time and the opportunity to introduce the research topic to the respondents that was hoped to motivate the respondents to give frank answers (Sekara 2000:234).

3.7 Quality control

3.7.1 Validity

Validity refers to the extent to which a measurement procedure actually measures what us is intended to measure rather than measuring something else, or nothing at all (Amin, 2005).

Content Validity

Content validity for questionnaire and interview guide was ensured through expert opinion and judgment. The instrument was given to the two experts (institute based) to evaluate the relevance of each item in the instruments to the objectives (face validity) (Sekaran, 2000:209).

The experts rated each item on the scale: Very relevant (4), quite relevant (3) somewhat relevant (2) and not relevant (1). Validity Index (C.V.I) of 0.78 computed by adding up all the items rated 3 and 4 by both judges divided by a total of the number of items in a questionnaire was obtained (Adapted from Oso & Onen, 2008). Deficiencies identified in the instrument were rectified before the instrument was used.

Concurrent validity

A balanced Likert scale with five category responses (Strongly agree, Agree, Not sure, Disagree, Strongly disagree) was used to ensure concurrent validity. The respondents were required to choose the response that best described their reaction to the statement to express and measure the differing opinions and attitudes.

Construct validity

Literature review on publications by specialized sector professionals, authors, scholars and agencies was done to ensure the construct validity. The researcher used the published measure for the various concepts in the study to ensure the construct validity.

3.7.2 Reliability

Reliability refers to the consistency or dependability of the measuring instrument (Leary, 2004). A Pretest was done in the 4 respondents who were not party to this study. Cronbach's alpha reliability coefficients were generated using a statistical package for social scientists (SPSS) computer program to estimate the reliability of the questionnaire. The Cronbach's alpha reliability coefficient was 0.771 which indicated that the tool was reliable (Sekaran, 2003).

3.8 Procedure of Data Collection

The researcher defended the research proposal before a panel of the Masters Degree Defense Committee of Uganda Management Institute. Upon acceptance of the proposal by UMI, the researcher was given a letter to take to URWA to carry out interviews, and administer questionnaires to the selected respondents.

In addition a cover letter was prepared by the researcher to accompany each questionnaire explaining the purpose of the study to ensure that the respondents are not biased or suspicious.

The questionnaires were distributed to different respondents whom the researcher followed up to ensure the questionnaires were filled. After data collection, data was analyzed using SPSS computer package; a report was written and submitted to UMI for defense.

3.9 Data Analysis

The statistical package which was used for analysis of data in this study is the SPSS version 16.0. Different statistical techniques were used namely: correlation and regression analysis. The upper level of the statistical significance for hypothesis testing was at 5%. All the statistical test results were computed at 2 tailed level of significance.

3.9.1 Inferential Statistics

Data was analyzed and correlated using Person Product-Moment correlation coefficient to establish the relationship between the independent variables and the dependent variables.

3.9.2 The Pearson Product-Moment Correlation Coefficient

The Pearson Product-Moment Correlation Coefficient is a statistic that indicates the degree to which two variables are related to one another (Amin, 2005; Sekaran, 2003). The sign of correlation coefficient (+ or -) indicates the direction of the relationship between -1.00 and +1.00. Variables may be positively or negatively correlated. A positive correlation indicates a direct positive relationship between two variables. While a negative correlation indicates an inverse negative relationship with the two variables (Amin, 2005). For this study the Pearson Product-Moment Correlation was used to establish the organizational factors affecting employee performance at Uganda Rainwater Association.

3.9.3 Regression Analysis

For this study the organizational factors were regressed against employee performance. This was aimed to determine the extent to which the organizational factors as a whole explain the variation in employee performance.

3.10 Analysis of qualitative data

Qualitative data was analyzed using content analysis. Responses from key informants were grouped into recurrent issues. The recurrent issues which emerged in relation to each guiding questions were presented in the results, with selected direct quotations from participants offered as illustrations.

3.11 Measurement of Variables.

The Likert scale with standardized response categories was used to examine the level of agreement or disagreement with statements on a five points scale. The responses over a number of items tapping a particular concept or variable were then summed for every respondent (Sekaran, 2000: 198).

The nominal scale was used for categorizing the variables in the questionnaire.

3.12 Ethical Considerations

To ensure that the research was conducted, ethical principles were kept. The researcher sought permission from Uganda Management Institute before undertaking the study. Email correspondences were sent to URWA ahead of time, requesting for support and indicating the purpose and objective of the study. During data collection phase, anonymity of the respondents was ensured. The respondents were assured that the information offered would be handled with confidentiality. In the same way, assurances were made about the safety of the information being gathered, emphasizing that it was strictly going to be used for academic research purposes.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter of the study deals with presentation, analysis and the interpretation of the results. The analysis is guided by the specific objectives and the hypotheses that were used in the study. The presentation of results is done in three sections. The first section presents the response rate. The second section presents demographic characteristics of respondents who participated in the study in terms of age, gender, education level, experience with URWA and category of the respondents. The third section presents the analysis of the study findings in relation to specific objectives. The main purpose of the study was to examine organizational factors affecting employee performance in Non-Governmental Organizations using the case study of Uganda Rainwater Association (URWA).

4.1 Response Rate

A total of 46 questionnaires were distributed and all of them were returned, while a total of 6 key informants were intended for interviews and only 4 were interviewed. The response rate for the questionnaires was therefore 100.0%, while that of interviews was 66.7%, giving an overall response rate of 96.2% as shown in the table below

Table 2: The response rate

Category of respondents	Sample size	Actual No of respondents	Response Rate
URWA Members	40	40	100.0%
URWA Employees	6	6	100.0%
Executive Committee	6	4	66.7%
Total	52	50	96.2%

Source: Primary field data

Table 2 shows a summary of the response rate for the study. This response rate indicates that data was collected from a reasonable number of respondents; hence the collected data and the findings from it can be relied on. According to Mugenda and Mugenda (2009) a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent.

4.2 Demographic characteristics of the sample.

In this section the demographic characteristics of the respondents are presented. The section presents age, gender, education level, experience and category of the respondents.

Table 3: The distribution of respondents by age

Age Group	Frequency	Percent
30 years and below	7	15.2
31 - 40 years	27	58.7
41 - 50 years	10	21.7
Above 50 years	2	4.3
Total	46	100.0

Source: Primary field data

Table 3 shows the majority of the respondents, 58.7% were aged 31 – 40 years, while 21.7% were aged 41 – 50 years, compared to 15.2% aged 30 years and below and only 4.3% aged above 50 years.

The results indicate that most of the respondents fall within the productive age bracket and have accumulated a wealth of experience to perform well at their jobs in NGOs.

Table 4 : The distribution of respondents by gender

Gender	Frequency	Percent
Male	24	52.2
Female	22	47.8
Total	46	100.0

Source: Primary field data

Table 4 shows the majority of the respondents, 52.2% were male, compared to 47.8% who were female. The reason for this could be that since Uganda Rainwater Association is mandated to promote rainwater harvesting as an alternative water source in Uganda, the work involved in constructing rainwater harvesting tanks is extremely manual in nature and requires sustained physical exertion of effort. Gender and social contracts believe that men should be more involved in such forms of engagements however women are slowly taking up some of these roles.

Table 5: The distribution of respondents by level of education

Level of education	Frequency	Percent
Diploma	5	10.9
Bachelor's degree	28	60.9
Postgraduate diploma	8	17.4
Master's degree	5	10.9
Total	46	100.0

Source: Primary field data

Table 5 shows that the majority of the respondents, 60.9% were of Bachelor's degree level of education, while 17.4% were Postgraduate level of education, and Diploma and Master's degree levels of education tallied at 10.9%. The results also revealed that the executive committee members had attained at least Master's degree or Post graduate diploma which is suggestive of their strategic

role in playing their oversight function. All URWA employees had attained a bachelor’s degree which suggested that a minimal requirement to work for Uganda Rainwater Association should be a bachelor’s degree. The majority of URWA members had attained at least a diploma in education showing that they were well educated to understand the questions in the research instruments and hence gave unbiased responses but to argument all this, these results are an indication of a well-educated labor force that can ably perform on their jobs.

Table 6: The distribution of respondents by experience

Experience	Frequency	Percent
Less than 1 years	3	6.5
1 - 3 years	17	37.0
3 - 5 years	17	37.0
Over 5 years	9	19.6
Total	46	100.0

Source: Primary field data

Table 6 shows that the highest number of respondents, 37.0%, tallied with those of 1-3 years and 3 – 5 years’ experience, as compared to 19.6%, of over 5 years’ experience and 6.5% of less than 1 years’ experience. The results reveal that 1-5 years of experience is time a considerable amount of time to understand employee performance issues in an organization. It further means that the respondents had the basic knowledge of working in the NGO context and could provide the appropriate information for this study.

Table 7: Showing the distribution of respondents by category

Category	Frequency	Percent
Employee	6	13.0
URWA member	40	87.0
Total	46	100.0

Source: Primary field data

Table 7 shows that the majority of the respondents, 87.0% were URWA members, compared to 13.0% who were employees. These results reveal that URWA has more members registered as individuals and organizations which explains the bigger numbers while she only employees 6 staff who include the Liaison Officer, Programmes officer, Finance Officer and Technical Officers.

4.3 Empirical findings on the organizational factors affecting employee performance in Non-Governmental organization

The empirical findings of this study are presented using descriptive statistics of frequencies, and inferential statistics of correlations coefficient as well as linear regression analysis in relation to specific objectives. The main objective of the study was broken down into three specific objectives as follows: To assess the effect of organisational structure on employee performance at Uganda Rainwater Association; To examine the effect of organisational culture on employee performance at Uganda Rainwater Association; To investigate the effect of organizational leadership on employee performance at Uganda Rainwater Association.

The variables were measured on a five point Likert scale ranging from; 1- Strongly Disagree (SD), 2 – Disagree (D), 3 – Not sure (NS), 4 – Agree (A) and 5 - Strongly Agree (SA). Frequencies were presented as percentages and strongly agree responses and agree responses are all presented as agree, while strongly disagree responses and disagree responses are all presented as disagree while interpreting the findings.

4.3.1 Findings on employee performance in NGOs

Employee performance in NGOs was measured on the questionnaire using six statements. Employee performance was measured in two dimensions namely; Quality of work and Achievement of targets. The findings are presented dimension by dimension.

Table 8: Showing views of respondents on employee performance in NGO;

Statements measuring on employee performance in NGO	SA	A	NS	D	SD
Quality of work					
Employees at URWA ensure that they produce quality work	4.3%	58.7%	15.2%	21.7%	0.0%
Stakeholders are satisfied with the quality of services delivered by URWA	2.2%	63.0%	13.0%	19.6%	2.2%
Achievement of targets					
URWA employees deliver project activities in a timely manner	17.4%	47.8%	8.7%	26.1%	0.0%
Employees at URWA always meet their deadlines of the tasks assigned to them	4.3%	60.9%	13.0%	21.7%	0.0%
URWA employees always submit their reports on time to stakeholders	0.0%	54.3%	19.6%	26.1%	0.0%
URWA employees avail stakeholders with all appropriate and relevant documentation and reports whenever required	4.3%	6.5%	10.9%	34.8%	43.5%

Source: Primary field data

Table 8 shows that the majority of the respondents were in agreement on all the two statements used to measure quality of work as elaborated below.

On whether employees at URWA ensure that they produce quality work, the majority of the respondents, 63.0% were in agreement, while 21.7% were in disagreement and 15.2% were not sure. The results suggest that employees of URWA provide good quality and durable rainwater harvesting systems to their beneficiaries which is an indicator of good performance. The 21.7% in disagreement suggests the rainwater harvesting systems provided by URWA could have worn away faster than expected hence the negative perception to URWA's quality of work. The 15.2% of respondents who are not sure suggest that they have never seen URWA's work performed by her employees.

Asked whether Stakeholders are satisfied with the quality of services delivered by URWA, the majority of the respondents, 65.2% were in agreement, while 21.8% were in disagreement and 13.0% were not sure. The results suggest that when URWA employees ensure quality of work, their stakeholders will be satisfied with the quality of services delivered hence good employee performance. The above quantitative findings were supported by a key informant, the Chairman of the EXCOM who said;

“URWA's work is basically hardware in nature and requires technical expertise to deliver the services to the people. The EXCOM has endeavored to employ technical people like Water Engineer, Field Masons and other technical people to ensure that quality and durable tanks and other accessories are put in place for the communities. This would in turn help to reduce on the maintenance costs”.

Table 8 further shows that the majority of the respondents were in agreement on three out of the four statements used to measure achievement of targets as elaborated below.

On whether URWA employees deliver project activities in a timely manner, the majority of the respondents, 65.2% were in agreement, while 26.1% were in disagreement and only 8.7% were not

sure. This can be attributed to the fact that timeliness is one of the major donor requirements to NGOs must adhere to. The 8.7% who were not sure could suggest that these were respondents in districts that URWA was not currently implementing any projects.

Regarding whether employees at URWA always meet their deadlines of the tasks assigned to them, the majority of the respondents, 65.2% were in agreement, while 21.7% were in disagreement and 13.0% were not sure. These results indicate that URWA like any other NGO strives to adhere to donor requirements, critical among being them being ensuring timely reports and meeting deadlines for every activity and financial reporting. A key informant, a member of the board, collaborated the quantitative findings during an interview when he revealed that;

“It is mandatory for any donor funded institution to comply to these requirements, of which timely reporting is one of the critical ones. Failure to comply to these timelines has financial implications which may derail the project implementation”.

Asked whether URWA employees always submit their reports on time to stakeholders, the majority of the respondents, 54.3% were in agreement, while 26.1% were in disagreement and 19.6% were not sure. The results imply that URWA employees are bound by the organizational policy to share organization and project information with stakeholders whenever required hence meeting stakeholder’s expectations. However the 26.1% in disagreement implies that this category of stakeholders never receives reports on time and could suggest a communication gap.

However the majority of the respondents, 78.3% were in disagreement on whether URWA employees avail stakeholders with all appropriate and relevant documentation and reports whenever required, while 10.8% were in agreement and 10.9% were not sure. The results suggest that the majority of URWA stakeholders are dissatisfied with the information provided to them by URWA employees and

because most of the information provided for example on the organizational website has not been updated in a long time and is no longer relevant to the present context of Rainwater Harvesting work in the country.

4.4 To assess the effect of organisational structure on employee performance at Uganda

Rainwater Association

In order to understand the views of the respondents on organisational structure, so as to assess whether it has an effect on employee performance at Uganda Rainwater Association, the researcher used a total of twelve statements on the questionnaire to which the respondents were required to show their level of agreement or disagreement. Organisational structure was measured using two dimensions namely centralized and decentralized decision making, and reporting and communication relations. Below are the quantitative findings presented dimension by dimension.

Table 9: Showing views of respondents on centralized and decentralized decision making;

Statements measuring centralized and decentralized decision making	SA	A	NS	D	SD
All programme /project decisions are made by top management in URWA	17.4%	21.7%	19.6%	30.4%	10.9%
Employees in URWA are consulted before critical decisions are made by management	8.7%	32.6%	21.7%	34.8%	2.2%
Employees at URWA work under minimum supervision of their supervisors	4.3%	58.7%	15.2%	21.7%	0.0%
Lower level managers/ officers at URWA are given the power and resources to make decisions which enable them to perform well	2.2%	63.0%	13.0%	19.6%	2.2%
Decisions making processes are delegated freely to employees to motivate them to perform better	8.7%	43.5%	17.4%	30.4%	0.0%

Source: Primary field data

Table 9 shows that there were mixed reactions about two out of the five statements used to measure centralized and decentralized decision making as elaborated below.

On whether all programme /project decisions are made by top management in URWA, 39.1% were in agreement, while 41.3% were in disagreement and 19.6% were not sure. The results imply that critical project decisions that need to be resolved between management and development partners are taken by management; however URWA employees are involved in day to day project decision making processes which suggested a decentralized structure which encourages employees to perform well.

Regarding whether employees in URWA are consulted before critical decisions are made by management, 41.3% were in agreement, while 37.0% were in disagreement and 21.7% were not sure. The results imply that management freely consults with staff before critical decisions are taken especially during EXCOM and staff meetings where staff is usually invited to participate. However not all critical decisions to be made require staff approval which explains the 37.0% in disagreement. The 21% who were not sure suggests the knowledge gap on URWA's international decision making processes.

Table 12 further shows that the majority of the respondents were in agreement on three out of the five statements used to measure centralized and decentralized decision making as elaborated below.

On whether employees at URWA work under minimum supervision of their supervisors, the majority of the respondents, 63.0% were in agreement, while 21.7% were in disagreement and 15.2% were not sure. These results imply that once employee work under minimum supervision provided their work plans are approved by their supervisors and management hence their performance.

Asked whether lower level managers/ officers at URWA are given the power and resources to make decisions which enable them to perform well, the majority of the respondents, 65.2% were in

agreement, while 21.8% were in disagreement and 13.0% were not sure. These results suggest that since lower level managers are at the center of project implementation and management at the center of decision making, lower managers must be facilitated to deliver on their roles and responsibilities which motivates them to perform well.

Regarding whether decision making processes are delegated freely to employees to motivate them to perform better, the majority of the respondents, 52.2% were in agreement, while 30.4% were in disagreement and 17.4% were not sure. The results indicate that decisions and tasks delegated freely to employees translate into better performance which is a characteristic of a decentralized organizational structure. The Chairman EXCOM said the following on decentralized decision making;

The URWA EXCOM meets on a quarterly basis with staff to discuss both organizational and programme issues. This space has proved useful as it allows staff to contribute to critical organizational and programmatic issues. In addition, roles and responsibilities are clarified which has limited close supervision of employees by their supervisors.

Table 10: Views of respondents on reporting and communication relations;

Statements measuring reporting and communication relations	SA	A	NS	D	SD
Employees at URWA are given all the required/useful information by their supervisors which enables them to perform well	17.4%	47.8%	8.7%	26.1%	0.0%
Employees have regular meetings with management to discuss their performance targets	17.4%	52.2%	15.2%	15.2%	0.0%
Information flows from top to bottom in form of feedback which motivates employees to work better	4.3%	60.9%	13.0%	21.7%	0.0%

There are clear reporting and communication channels among supervisors and staff which encourages employees to perform well	2.2%	67.4%	10.9%	19.6%	0.0%
URWA's internal communication systems have strengthened relationships among employees and this has enhanced their performance	0.0%	54.3%	19.6%	26.1%	0.0%
URWA's external communication systems with stakeholders (Members, donors, other partners) is commendable	8.7%	41.3%	10.9%	37.0%	2.2%
URWA has got a communication strategy understood and implemented by its employees which has enhanced their performance.	2.2%	32.6%	34.8%	30.4%	0.0%

Source: Primary field data

Table 10 shows that the majority of the respondents were in agreement on five out of the seven statements used to measure reporting and communication relations as elaborated below.

On whether employees at URWA are given all the required/useful information by their supervisors which enables them to perform well, the majority of the respondents, 65.2% were in agreement, while 26.1% were in disagreement and only 8.7% were not sure. These results suggest that organizational and project information is available to employees whenever required however confidential organizational information is not accessed by all employees. This information transparency between supervisors and employees encourages employees to perform better.

Regarding whether employees have regular meetings with management to discuss their performance targets, the majority of the respondents, 69.6% were in agreement, while 15.2 were in disagreement and a similar number, 15.2% were not sure. These results suggest that the more interfaces management and staff have to discuss performance targets motivates them to perform better which explains the 69.6% in agreement with this practice.

Asked whether information flows from top to bottom in form of feedback which motivates employees to work better, the majority of the respondents, 65.2% were in agreement, while 21.7% were in disagreement and 13.0% were not sure. These results suggest that employees are motivated to perform better when they receive feedback from managers.

On whether there are clear reporting and communication channels among supervisors and staff which encourages employees to perform well, the majority of the respondents, 69.6% were in agreement, while 19.6% were in disagreement and 10.9% were not sure. These results suggest that since staff at URWA are few, there is only one line manager (Liaison Officer) whom all the other staff report to and this communication relationship is understood and adhered to which has motivated them to perform well.

Regarding whether URWA's internal communication systems have strengthened relationships among employees and this has enhanced their performance, the majority of the respondents, 54.3% were in agreement, while 26.1% were in disagreement and 19.6% were not sure. The results reveal that URWA's internal reporting and feedback channels have improved which has also strengthened interpersonal relations among staff a factor that has improved their performance. The 26.1% in disagreement suggests that this category of respondents are not strengthened enough to influence employee's performance while the 19.6% suggests that these are not aware of URWA's internal communication systems.

However table 10 further shows that there were mixed reactions on two out of seven statements used to measure reporting and communication relations as elaborated below.

On whether URWA's external communication systems with stakeholders (Members, donors, other partners) is commendable, 50.0% were in agreement, while 39.2% were in disagreement and 10.9%

were not sure. These results indicate that URWA's communication with stakeholders is not as commendable as it should be and needs to be strengthened. Since this is membership organization, members need to be provided with updated information on a regular basis to realize the value of their membership however the statistics show a level of dissatisfaction.

Regarding whether URWA has got a communication strategy understood and implemented by its employees which has enhanced their performance, 34.8% were in agreement, while 30.4% were in disagreement and 34.8% were not sure. These results indicate that URWA's communication strategy is not yet fully understood as much as it is being implemented and staff need to be oriented on its application so as to improve their performance.

4.4.1 Testing Hypothesis Number 1

The researcher proceeded to statistically establish whether organizational structure has a significant effect on employee performance in an NGO. The researcher was guided by the following hypothesis:

Null Hypothesis: The organizational structure of an NGO does not significantly affect employee performance

The hypothesis was preliminary tested at a 95% level of significance (two-tailed) using Pearson's product-moment correlation coefficient, which measured the degree and direction of relationship between organizational structure and employee performance. The results are presented in the table below.

Table 11: Correlation matrix for organizational structure and employee performance

Study Variable		Organizational Structure	Performance
Organizational Structure	Pearson Correlation	1	.887*
	Sig. (2-tailed)		.000
	N	46	46
Performance	Pearson Correlation	.887*	1
	Sig. (2-tailed)	.000	
	N	46	46

*. Correlation is significant at the 0.05 level (2-tailed).

Table 11 shows that there is a strong positive relationship between organizational structure and employee performance, ($r=0.887$, $p=0.000$, $N=46$). The relationship is statistically significant at 95% confidence level since $p\text{-value}<0.050(=0.000)$.

Regression analysis was further used to establish the extent to which organizational structure affects employee performance. The coefficient of determination was used and the results are presented in the table below.

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887 ^a	.787	.782	.30090

a. Predictors: (Constant), Organizational Structure

Table 12 shows that the coefficient of determination (Adjusted R Square) is 0.782. This implies that organizational structure accounts for 78.2% of the variance in employee performance in NGOs. The other percentage is catered by other factors, other than organizational structure.

To assess the overall significance of the model, analysis of variables (ANOVA) was done and the results presented in the table below.

Table 13: Analysis of Variables (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	14.737	1	14.737	162.762	.000 ^b
1 Residual	3.984	44	.091		
Total	18.720	45			

a. Dependent Variable: Performance

b. Predictors: (Constant), Organizational Structure

In determining whether a model is significant, the decision rule is that the calculated *p*-value (level of significance) must be less than or equal to 0.05. Since the calculated *p*-value of 0.000 is less than 0.05, the model was found to be statistically significant ($F=162.762$, $df = 1$, $p < 0.05$ ($=0.000$)). This means that organizational structure has significant effect on employee performance in NGOs.

Conclusion

Research findings established that organizational structure has a positive statistically significant relationship with employee performance in NGOs. The findings further affirmed that organizational structure has a significant effect on employee performance in NGOs. Therefore the hypothesis that stated that the organizational structure of an NGO does not significantly affect employee performance was rejected.

4.5 To examine the effect of organisational culture on employee performance at Uganda Rainwater Association;

In order to understand the views of the respondents on organisational culture, so as to examine whether it has an effect on employee performance at Uganda Rainwater Association, the researcher

used a total of fourteen statements on the questionnaire to which the respondents were required to show their level of agreement or disagreement. Organisational culture was measured using three dimensions namely team work, learning organization and performance based management. Below are the quantitative findings presented dimension by dimension.

Table 14: Showing views of respondents on teamwork;

Statements measuring teamwork	SA	A	NS	D	SD
URWA's employees who work individually perform better than working in groups	0.0%	4.3%	13.0%	32.6%	50.0%
Employees at URWA believe working individually achieves greater performance than working in teams	4.3%	6.5%	10.9%	34.8%	43.5%
URWA employees perform better when they handle tasks as a team which boosts their performance	21.7%	67.4%	6.5%	2.2%	2.2%
URWA Management encourages teamwork among the employees	13.0%	71.7%	10.9%	4.3%	0.0%
URWA employees believe working with management achieves better results and boosts their performance	15.2%	65.2%	13.0%	6.5%	0.0%

Source: Primary field data

Table 14 shows that the majority of the respondents were in disagreement on two out of the five statements used to measure team work as elaborated below.

On whether URWA's employees who work individually perform better than working in groups, the majority of the respondents, 82.6% were in disagreement, while only 4.3% were in agreement and 13.0% were not sure. These results suggest that employees who work in teams perform better than those who do not.

Regarding whether employees at URWA believe working individually achieves greater performance than working in teams, the majority of the respondents, 78.3% were in disagreement, while 10.8% were in agreement and 10.9% were not sure. The results suggest that employees who work individually do not perform better than those who work in teams.

One of URWA core values is teamwork which the organization encourages as well as upholds. Employees by mandate are expected to adhere to some of these core values.

Other core values include integrity, respect, accountability, respect and transparency.

Table 14 further shows that the majority of the respondents were in agreement on three out of the five statements used to measure team work as explained below.

Asked whether URWA employees perform better when they handle tasks as a team which boosts their performance, the majority of the respondents, 89.1% were in agreement, while only 4.4% were in disagreement and only 6.5% were not sure. The results reveal that employees at URWA perform better when they handle tasks in teams.

On whether URWA Management encourages team work among the employees, the majority of the respondents, 84.7% were in agreement, while only 4.3% were in disagreement and 10.9% were not sure. The results suggest that management supports staff to work in teams and this is demonstrated for example through joint proposal writing with staff and donor report writing among others which boosts employee performance.

Regarding whether URWA employees perform better when they handle tasks as a team which boosts their performance, the majority of the respondents, 80.4% were in agreement, while only 6.5% were in disagreement and 13.0% were not sure. These results reveal that team work yields greater performance from employees than working in isolation.

Table 15: Showing views of respondents on learning organization;

Statements measuring learning organization	SA	A	NS	D	SD
Employees at URWA are encouraged by management to take on learning opportunities	4.3%	60.9%	19.6%	13.0%	2.2%
Employees at URWA who have undertaken capacity building initiatives perform better on their jobs.	13.0%	54.3%	10.9%	19.6%	2.2%
URWA encourages learning as a way of building its employees' capacities and hence encourages them to perform well	6.5%	71.7%	8.7%	10.9%	2.2%
URWA employees are mentored by their supervisors and this has boosted their performance	4.3%	56.5%	23.9%	13.0%	2.2%
URWA undertakes employee orientation to acquaint them with the organizational culture and this has boosted their performance	10.9%	47.8%	26.1%	15.2%	0.0%

Source: Primary data

Table 15 shows that the majority of the respondents were in agreement on all the five statements used to measure learning organization as elaborated below.

On whether employees at URWA are encouraged by management to take on learning opportunities, the majority of the respondents, 65.2% were in agreement, while 15.2% were in disagreement and 19.6% were not sure. The results indicate that as a way of improving employee performance, management supports staff to take on learning opportunities for example training workshops, attending professional courses, undertaking exposure visits to like-minded organizations for staff to acquire relevant skills for improved performance.

Asked whether employees at URWA who have undertaken capacity building initiatives perform better on their jobs, the majority of the respondents, 67.3% were in agreement, while 21.8% were in disagreement and 10.9% were not sure. These responses imply that staff who have been exposed to

learning opportunities and capacity building initiatives have their capacities enhanced to perform better on their jobs. The 21.8% in disagreement suggests that capacity building initiatives did not address their capacity needs or and gaps.

Regarding whether URWA encourages learning as a way of building its employees' capacities and hence encourages them to perform well, the majority of the respondents, 78.2% were in agreement, while 13.1% were in disagreement and only 8.7% were not sure. These results depict URWA's commitment to promoting learning as a strategy to improved employee performance.

On whether URWA employees are mentored by their supervisors and this has boosted their performance, the majority of the respondents, 60.8% were in agreement, while 15.2% were in disagreement and 23.9% were not sure. These results reveal that URWA employees who have been oriented by their supervisors during their initial stages with the organization perform better than those who are never oriented by their supervisor as it gives them a greater appreciation of the organization their performance targets. The 15.2% in disagreement suggests that employees can still perform better without necessarily being subjected to supervisor orientation as they learn all they need to know on their own and still perform on their jobs.

Asked whether URWA undertakes employee orientation to acquaint them with the organizational culture and this has boosted their performance, the majority of the respondents, 58.7% were in agreement, while 15.2% were in disagreement and 26.1% were not sure. The results indicate that URWA has a culture of ensuring that new staff are oriented on the organization culture for example opening and closing time, dress code, code of conduct, feeding policies among others which boosts staff confidence and hence influences their better performance.

Table 16: Showing views of respondents on learning organization;

Statements measuring performance based management	SA	A	NS	D	SD
URWA carries out periodic employee performance appraisals that encourages employees perform better	4.3%	19.6%	13.0%	47.8%	15.2%
Appraisal results are shared with employees that communicates employees performance hence encourages them to perform better	4.3%	15.2%	26.1%	43.5%	10.9%
URWA recognizes and rewards best performing employees which motivates them to perform better	2.2%	8.7%	17.4%	19.6%	52.2%
URWA carries out disciplinary actions to non performing employees which compel its employees perform well	0.0%	23.9%	39.1%	26.1%	10.9%

Source: Primary data

Table 16 shows that the majority of the respondents were in disagreement on three out of the four statements used to measure performance based management as elaborated below.

On whether URWA carries out periodic employee performance appraisals that encourages employees perform better, the majority of the respondents, 63.0% were in disagreement, while 23.9% were in agreement and 13.0% were not sure. In addition when respondents were asked whether appraisal results are shared with employees that communicate employees performance hence encourages them to perform better, the majority of the respondents, 54.4% were in disagreement, while 19.5% were in agreement and 26.1% were not sure. Furthermore on whether URWA recognizes and rewards best performing employees, which motivate them to perform better, the majority of the respondents, 71.8% were in disagreement, while 10.9% were in agreement and 17.4% were not sure.

As an institution we have been struggling to strength the human resource component which explains the lack of staff appraisals that has not taken place for a long period of

time. There is lack of capacity within URWA as there is no staff to handle human resource related issues.

These findings reveal that staff at URWA are not subjected to periodic performance appraisals to measure their performance to inform management decisions like considering best performing employees for promotion, recognition or even rewards so as to enhance better performance for non performing staff and this explains why appraisal results are not shared with employees because they are not being appraised periodically.

Table 16 further shows that there are mixed reactions on whether URWA carries out disciplinary actions to non performing employees which compel its employees perform well, with 23.9% in agreement, while 37.0% were in disagreement and 39.1% were not sure. These results suggest that the URWA on some occasions carries out disciplinary actions for non performing employees and on other occasions it does not which explains the 23.9 % of respondents in agreement with statement and 39.1% in disagreement with the statement, while the 39.1% that were not sure suggest that they have not been involved in any disciplinary matters.

4.5.1 Testing Hypothesis Number 2

The researcher proceeded to statistically examine whether organizational culture has a significant effect on employee performance in an NGO. The researcher was guided by the following hypothesis:

Null Hypothesis: The organizational culture of an NGO does not significantly affect employee performance

The hypothesis was preliminary tested at a 95% level of significance (two-tailed) using Pearson's product-moment correlation coefficient, which measured the degree and direction of relationship

between organizational culture and employee performance. The results are presented in the table below.

Table 17: Correlation matrix for organizational culture and employee performance

Study Variables		Organizational Culture	Performance
Organizational Culture	Pearson Correlation	1	.474*
	Sig. (2-tailed)		.001
	N	46	46
Performance	Pearson Correlation	.474*	1
	Sig. (2-tailed)	.001	
	N	46	46

*. Correlation is significant at the 0.05 level (2-tailed).

Table 17 shows that there is a moderate positive relationship between organizational culture and employee performance, ($r=0.474$, $p=0.000$, $N=46$). The relationship is statistically significant at 95% confidence level since $p\text{-value}<0.050(=0.001)$.

Regression analysis was further used to establish the extent to which organizational culture affects employee performance. The coefficient of determination was used and the results are presented in the table below.

Table 18: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.474 ^a	.225	.207	.57428

a. Predictors: (Constant), Organizational Culture

Table 18 shows that the coefficient of determination (Adjusted R Square) is 0.207. This implies that organizational culture accounts for 20.7% of the variance in employee performance in NGOs. The other percentage is catered by other factors, other than organizational culture.

To assess the overall significance of the model, analysis of variables (ANOVA) was done and the results presented in the table below.

Table 19: Analysis of Variables (ANOVA);

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.210	1	4.210	12.764	.001 ^b
	Residual	14.511	44	.330		
	Total	18.720	45			

a. Dependent Variable: Performance

b. Predictors: (Constant), Organizational Culture

In determining whether a model is significant, the decision rule is that the calculated *p*-value (level of significance) must be less than or equal to 0.05. Since the calculated *p*-value of 0.001 is less than 0.05, the model was found to be statistically significant ($F=12.764$, $df = 1$, $p < 0.05$ ($=0.001$)). This means that organizational culture has significant effect on employee performance in NGOs.

Conclusion

Research findings established that organizational culture has a positive statistically significant relationship with employee performance in NGOs. The findings further affirmed that organizational culture has a significant effect on employee performance in NGOs. Therefore the hypothesis that stated that the organizational culture of an NGO does not significantly affect employee performance was rejected.

4.6 To investigate the effect of organizational leadership on employee performance at Uganda Rainwater Association;

In order to understand the views of the respondents on organisational leadership, so as to investigate whether it has an effect on employee performance at Uganda Rainwater Association, the researcher

used a total of six statements on the questionnaire to which the respondents were required to show their level of agreement or disagreement. Below are the quantitative findings.

Table 20: Showing views of respondents on organizational leadership;

Statements measuring organizational leadership	SA	A	NS	D	SD
URWA's has leaders that inspire and guide its employees to perform well	17.4%	47.8%	17.4%	6.5%	10.9%
URWA has managers s that are able to lead other employees to perform better	15.2%	50.0%	13.0%	21.7%	0.0%
URWA has leaders with good traits and attributes that influence employees to perform well	13.0%	56.5%	8.7%	15.2%	6.5%
URWA has leaders that have the ability to supervise and follow up on employee performance which encourages them to perform well	13.0%	60.9%	10.9%	15.2%	0.0%
URWA has a strong board that provides leadership oversight to employees which encourages them to perform well	19.6%	56.5%	2.2%	21.7%	0.0%
URWA managers closely monitor staff to ensure they are performing correctly	13.0%	58.7%	13.0%	15.2%	0.0%

Source: Primary data

Table 20 shows that the majority of the respondents were in agreement on all the six statements used to measure organizational leadership as elaborated below.

On whether URWA's has leaders that inspire and guide its employees to perform well, the majority of the respondents, 65.2% were in agreement, while 17.4% were in disagreement and 17.4% were not sure. The results suggest that indeed URWA leaders like the Executive Committee (EXCOM) have been long serving members of the board and inspire employees with their leadership skills and oversight function which has given staff confidence in their leaders and thus compelled to perform to their expectations.

Asked whether URWA has managers that are able to lead other employees to perform better, the majority of the respondents, 65.2% were in agreement, while 21.7% were in disagreement and 13.0% were not sure. The results suggest that majority of the respondents (65.2%) who comprised of URWA staff, EXCOM members and members were satisfied with the leadership provided by the Liaison officer which has translated into employee performance while the 21.7% in disagreement could suggest that the Liaison Officer still need to improve his/her skills in terms of providing leadership to employees to compel them to perform better.

Regarding whether URWA has leaders with good traits and attributes that influence employees to perform well, the majority of the respondents, 69.5% were in agreement, while 21.7% were in disagreement and 10.9% were not sure. These results suggest that for URWA like many other NGOs to survive needs leaders with good traits and attributes to inspire employees to perform while the reverse is true which explains the 69.5% respondents in agreement that URWA actually has these kinds of leaders.

On whether URWA has leaders that have the ability to supervise and follow up on employee performance which encourages them to perform well, the majority of the respondents, 73.9% were in agreement, while 15.2% were in disagreement and 10.9% were not sure. These results imply that since URWA runs few projects, the Liaison Officer is able to supervise programme and technical officers effectively to ensure their deliver on their assigned roles and responsibilities.

Asked whether URWA has a strong board that provides leadership oversight to employees which encourages them to perform well, the majority of the respondents, 76.1% were in agreement, while 21.7% were in disagreement and only 2.2% were not sure. These results indicate that URWA has a competent board (Executive Committee) which is able to deliver on its mandate primarily the oversight function.

Regarding URWA managers closely monitor staff to ensure they are performing correctly, the majority of the respondents, 71.7% were in agreement, while 15.2% were in disagreement and 13.0% were not sure. These results imply that the Liaison Officer Manager few staff to supervise and can ably manage, supervise and follow through their activities which enhances their performance. The above quantitative findings were in line with the qualitative findings from a key informant, the Chairman EXCOM who said;

“When AGM votes the EXCOM into power issues of leadership competence are highly taken into account. As NGOs leaders we are expected to provide effective oversight and leadership that matches the changing operating context”.

4.6.1 Testing Hypothesis Number 3

The researcher proceeded to statistically investigate whether leadership styles have a significant effect on employee performance in an NGO. The researcher was guided by the following hypothesis:

Null Hypothesis: Organizational leadership of an NGO does not have a significant effect on employee performance.

The hypothesis was preliminary tested at a 95% level of significance (two-tailed) using Pearson’s product-moment correlation coefficient, which measured the degree and direction of relationship between organizational leadership and employee performance. The results are presented in the table below.

Table 21: Correlation matrix for organizational leadership and employee performance;

Study Variables		Organizational Leadership	Performance
Organizational Leadership	Pearson Correlation	1	.326*
	Sig. (2-tailed)		.027
	N	46	46
Performance	Pearson Correlation	.326*	1
	Sig. (2-tailed)	.027	
	N	46	46

*. Correlation is significant at the 0.05 level (2-tailed).

Table 21 shows that there is a weak positive relationship between organizational leadership and employee performance, ($r=0.326$, $p=0.027$, $N=46$). The relationship is statistically significant at 95% confidence level since $p\text{-value}<0.050(=0.027)$.

Regression analysis was further used to establish the extent to which organizational leadership affects employee performance. The coefficient of determination was used and the results are presented in the table below.

Table 22: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.326 ^a	.106	.086	.61657

a. Predictors: (Constant), Organizational Leadership

Table 22 shows that the coefficient of determination (Adjusted R Square) is 0.086. This implies that organizational leadership accounts for 8.6% of the variance in employee performance in NGOs. The other percentage is catered by other factors, other than organizational leadership.

To assess the overall significance of the model, analysis of variables (ANOVA) was done and the results presented in the table below.

Table 23: Analysis of Variables (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.993	1	1.993	5.244	.027 ^b
	Residual	16.727	44	.380		
	Total	18.720	45			

a. Dependent Variable: Performance

b. Predictors: (Constant), Organizational Leadership

In determining whether a model is significant, the decision rule is that the calculated p -value (level of significance) must be less than or equal to 0.05. Since the calculated p -value of 0.027 is less than 0.05, the model was found to be statistically significant ($F=5.244$, $df = 1$, $p < 0.05$ ($=0.027$)). This means that organizational leadership has significant effect on employee performance in NGOs.

Conclusion

Research findings established that organizational leadership has a positive statistically significant relationship with employee performance in NGOs. The findings further affirmed that organizational leadership has a significant effect on employee performance in NGOs. Therefore the hypothesis that stated that the organizational leadership of an NGO does not significantly affect employee performance was rejected

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary, discussions, conclusions and recommendations got from the research findings guided by the research general objective and specific objectives. The specific objectives were as follows: To assess the effect of organisational structure on employee performance at Uganda Rainwater Association; To examine the effect of organisational culture on employee performance at Uganda Rainwater Association; To investigate the effect of organizational leadership on employee performance at Uganda Rainwater Association.

5.1 Summary of the findings

The main purpose of the study was to examine organizational factors affecting employee performance in Non-Governmental Organizations using the case study of Uganda Rainwater Association. There were three independent variables, namely; organizational structure, organizational culture and organizational leadership, while employee Performance was the dependent variable. Data was analyzed by use of frequencies, Pearson's product moment correlation coefficient and regression analysis and findings from the study indicated that;

5.1.1 To assess the effect of organisational structure on employee performance at Uganda Rainwater Association

There was a strong positive relationship between organisational structure and employee performance at Uganda Rainwater Association. The p-value for organisational structure was less than 0.050 (=0.000), given $r=0.887$, the researcher therefore accepted the relationship as statistically significant. Further findings from regression analysis affirmed that organisational structure has a significant

influence or effect on employee performance at Uganda Rainwater Association ($F=162.762$, $df = 1$, $p < 0.05$ ($=0.000$)). This implies that improvement in organisational structure positively affects employee performance at Uganda Rainwater Association. Similarly, decline in organisational structure negatively affects performance at Uganda Rainwater Association.

5.1.2 To examine the effect of organisational culture on employee performance at Uganda Rainwater Association

There was a moderate positive relationship between organisational culture and employee performance at Uganda Rainwater Association. The p-value for organisational structure was less than 0.050 ($=0.001$), given $r=0.474$, the researcher therefore accepted the relationship as statistically significant. Further findings from regression analysis affirmed that organisational culture has a significant influence or effect on employee performance at Uganda Rainwater Association ($F=12.764$, $df = 1$, $p < 0.05$ ($=0.001$)). This implies that improvement in organisational culture positively affects employee performance at Uganda Rainwater Association. Similarly, decline in organisational culture negatively affects performance at Uganda Rainwater Association.

5.1.3 To investigate the effect of organizational leadership on employee performance at Uganda Rainwater Association

There was a weak positive relationship between organisational leadership and employee performance at Uganda Rainwater Association. The p-value for organisational leadership was less than 0.050 ($=0.027$), given $r=0.326$, the researcher therefore accepted the relationship as statistically significant. Further findings from regression analysis affirmed that organisational leadership has a significant influence or effect on employee performance at Uganda Rainwater Association ($F=5.244$, $df = 1$, $p < 0.05$ ($=0.027$)). This implies that improvement in organisational leadership positively affects

employee performance at Uganda Rainwater Association. Similarly, decline in organisational leadership negatively affects performance at Uganda Rainwater Association.

5.2 Discussion of the findings

In this section the researchers discuss the findings of the study according to the study objectives

5.2.1 To assess the effect of organisational structure on employee performance at Uganda Rainwater Association

Under objective one, the study sought to assess the effect of organizational structure on employee performance at Uganda Rainwater Association. According to the conceptual framework in Chapter 1, organizational structure was conceptualized into dimensions namely, centralized and decentralized decision making processes and reporting and communication relationships. The findings of the study revealed that organisational structure has a significant relationship with employee performance at Uganda Rainwater Association. The findings further indicated that organisational structure significantly affects employee performance at Uganda Rainwater Association. This is in line with Clemmer (2003), Wolf (2002), Nordin (2009) and Ledbetter (2003) who stated that organisational structure influences performance in an organisation. Underdown (2003) also suggested that an organisation structure should elicit the values and behaviours that its management desires to get from its constituents. John (2009) affirmed this position when she stated that an effective organisational structure should facilitate working relationships between various entities within the organisation and can improve the working efficiency within the organisational units. She further stated that organisations retain control (centralize) to enable monitoring processes, support command for coping with change in the performance of work, and allow individuals to apply their skills to enable high flexibility and creatively. Ledbetter (2003) concluded that an organisation can maximise achievement of its goals by establishing a structure that facilitates the extraordinary delivery of its services.

Centralised and decentralised decision making processes a component of organisational structure significantly affect employee at Uganda Rainwater Association. According to Neil (2006) centralization in the organisation is the locus or centres where decisions are made and which groups have the power to contribute to the decision making process. Therefore in a centralized organisation, what the unit says determines that the lower units will do. On the contrary a decentralised organisation decision making is pushed down to the officers who are closest to the action. The results generated in chapter 4 agree with by (Haddock, 2002) that decentralisation tend to raise sharp divisions within the NGO because it concerns who holds power to make decisions and allocates resources and is more preferred to centralized decision making because it front line employees to deliver effective services because they are given the power and resources to do the job relatively unhindered by the central control. From the results, it can be noted that Uganda Rainwater Association managers see centre as a bottle-neck that hinders progress and performance of employees an assertion that is defended by Hadson, (1995) which explains the existence of a decentralised decision making processes in the organisation.

In regard to the 2nd dimension of organisational structure, reporting and communication relationships, the findings are in agreement with what Harris & Nelson (2008) who found out that communication is one of the fundamental activities in NGOs and most importantly, relationships grow out of communication, and the functioning and survival of organisations is based on effective relationships among individuals and groups. Jones et al., (2004) stated that organisational employees' capabilities are developed and enacted through "intensely social and communicative processes". The positive reporting and communication relationships in URWA have helped employees coordinate activities to achieve goals that this has been vital in socialisation, decision-making, problem-solving and change management as asserted by Jones et al., 2004. Mukasa (2006) who is also in agreement argues that

information gaps, reduces autonomy, impairs relations, hence interferes with overall employee performance process.

5.2.2 To examine the effect of organisational culture on employee performance at Uganda Rainwater Association

The study also sought to find out the effect of organizational culture on employee performance at Uganda Rainwater Association as its objective two. To facilitate the process, organizational culture was operationalized into three dimensions that is teamwork, learning organization and performance based management. The findings of the study revealed that organisational culture has a significant relationship with employee performance at Uganda Rainwater Association. The findings further indicated that organisational culture significantly affects employee performance at Uganda Rainwater Association.

Teamwork one of the critical dimensions of organisational culture when improved has the potential of improving employee performance. This assertion is supported by Smillie, 2001 who said that team working in NGOs is central to the way employees work where teams are motivated by a “passion for development work” in achieving organisational goals.

This attests to the fact that improving teamwork at Uganda Rainwater Association will improve employee performance. From the results, it can be concluded that employees at Uganda Rainwater Association work in teams which factor has been central to the passion the employees have demonstrated to their work that has contributed to the success of URWA in terms of achieving organisation goals as supported by Haddock, (2002). It can therefore be concluded that teamwork is key to improving employee performance in non-governmental organisation.

According to Easterly (2006), the development world is ever changing and NGOs to be effective are constantly ready to receive and learn from new information and experience, and have been able to improve their approaches and interventions as a result of what they learn.

The findings under this dimension are consistent with earlier findings of studies by Jin (2009) and Malinga (2008) that a learning organisation is positively related to employee performance. Learning in URWA takes different forms which includes among others, training or capacity building, mentoring and staff orientation.

Most of the respondents 60.9% agreed that employees at URWA are encouraged by management to take on training opportunities. This finding is not far different from the 71.7% in agreement that URWA encourages learning as a way of building its employees' capacities and hence encourages them to perform well. The findings also agree with what Mullins (1999) states that training is a key element for improved organisational performance. This is because it increases the level of individual and subsequently organisational competence which is necessary for good performance which is necessary for good performance.

On the contrary, when it came to performance based management as a dimension of organizational culture and a contributor to employee performance, URWA fell short of this attribute. In fact the majority of the responses under this dimension showed a high level of disagreement in regards to performance based principles. Benson et al, 2011 argues that performance based management is inevitable in contemporary organizations because unmanaged performance is chaotic. It can be argued that URWA's failure to practice performance based management could be due to inability of management to create a culture that is focused on results. Meirer, 2003 asserts that in order for organizations to perform, they need first and foremost adopt a results-oriented management culture that will support

and encourage the use of new management approaches. He adds that organizations should employ both the administrative culture that emphasizes the management of inputs, activities and outputs as well as performance based management/results based management which is focused on managing for the achievement of the desired performance outcomes.

5.2.3 To investigate the effect of organizational leadership on employee performance at Uganda Rainwater Association

The findings of the study revealed that organisational leadership has a significant relationship with employee performance at Uganda Rainwater Association. The findings further indicated that organisational leadership significantly affects employee performance at Uganda Rainwater Association. According to Harok (2001); Ribiere and Sitar (2003), management leadership plays a major role in influencing the success of any undertaking in any organisation because managers/leaders are important in being role models for any desired behaviour. They should for example, be willing to share and offer their knowledge freely and with others in the organisation, to continuously learn, and to search for new knowledge ideas. It is important that they model their behaviours and actions through actions and not just words, attributes that URWA leaders possess. These desirable leadership attributes has increased the propensity of its employees to perform.

5.3 Conclusions

The conclusions are presented objective by objective on findings of each of the dimensions under the IVs.

5.3.1 To assess the effect of organisational structure on employee performance at Uganda Rainwater Association

The findings indicated that organisational structure has a significant effect on employee performance at Uganda Rainwater Association. This means that improvements in organisational structure such as promoting decentralised decision making processes, improving reporting and communication relationships shall have a significant positive effect or influence on employee performance at Uganda Rainwater Association. Similarly a more centralized structure and poor reporting and communication relations have a significant negative effect on employee performance at Uganda Rainwater Association. Management of NGOs in Uganda should therefore be encouraged to improve on the organisational structure, promote more decentralised decision making processes and strengthen reporting and communication relationships so as to contribute to the employee performance.

5.3.2 To examine the effect of organisational culture on employee performance at Uganda Rainwater Association

The findings indicated that organisational culture has a significant effect on employee performance at Uganda Rainwater Association. This means that improvements in organisational culture to promote aspects like teamwork, trainings or capacity building, and performance based management shall have a significant positive effect or influence on employee performance at Uganda Rainwater Association. Similarly a decline in organisational culture shall have a significant negative effect on employee performance at Uganda Rainwater Association. Management of NGOs in Uganda should therefore be encouraged to improve on the organisational culture so as to contribute to the employee performance.

5.3.3 To investigate the effect of organizational leadership on employee performance at Uganda Rainwater Association

The findings indicated that organizational leadership has a significant effect on employee performance at Uganda Rainwater Association. This means that improvements in organizational leadership shall have a significant positive effect or influence on employee performance at Uganda Rainwater Association. Similarly a decline in organizational leadership shall have a significant negative effect on employee performance at Uganda Rainwater Association. Management of NGOs in Uganda should therefore be encouraged to improve on the organizational leadership so as to contribute to the employee performance.

5.4 Recommendations

The conclusions drawn in the previous sector of this study provided a basis upon which recommendations are being made according to the study objectives basing on the significant factors that were established.

5.4.1 To assess the effect of organisational structure on employee performance at Uganda Rainwater Association

Since organizational structure had a significant effect on employee performance at Uganda Rainwater Association, it is recommended that;

- The URWA organizational structure should be architected to strengthen decentralization decision making processes.
- Effective communication and reporting relationships should be strengthened that must be supported by relevant policies, rules and regulations to guide staff actions.

- Management should conduct periodic reviews and evaluations of the organizational structure to ensure its effectiveness in facilitating employee performance.

5.4.2 To examine the effect of organisational culture on employee performance at Uganda Rainwater Association

From the findings in chapter 4, it was found out that organizational culture had a significant relationship with employee performance at Uganda Rainwater Association. It is therefore recommended that;

- URWA should uphold and improve its values of teamwork which has proved to drive employee actions towards performance.
- It is further recommended that URWA should entrench the existing organisation's values such as training, staff orientation and exposure among others that enhance staff capacity to perform.
- URWA should also increase the training/capacity building budget to support these interventions

5.4.3 To investigate the effect of organizational leadership on employee performance at Uganda Rainwater Association

Since organizational leadership has a significant effect on employee performance at Uganda Rainwater Association, it is therefore recommended that,

- Management and the EXCOM should maintain their leadership machinery and capitalize on their personal attributes to influence their followers/employees to perform even without basing their leadership on the stick and carrot which emphasizes rewards and punishment.

5.5 Limitations

The research limited the study to Uganda Rainwater Association. Therefore results can be generalized cautiously to other Non-Governmental Organizations since every organization is unique. Future

research should be conducted over a cross section of NGOs in order to come up with a more generalized conclusion on the organizational factors affecting employee performance in non-governmental organizations.

5.6 Areas for further research

Further research is recommended in the following areas;

- The study covered only organizational structure, organizational culture and leadership styles, which contributed some percentage to performance of URWA employees. This shows that there are other factors involved which should be researched on.
- Another area for further research is the implementation of Performance Based Management/ Results Based Management and its effectiveness in delivering employee performance in NGOs.
- Further research should also be done on the effectiveness of NGO leadership styles and employee performance.

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APPENDICES

Appendix 1

Questionnaire for Measuring Organisational Factors affecting Employee Performance in Uganda Rainwater Association

Dear respondent,

I am a Masters student at Uganda Management Institute undertaking a study on Organizational factors affecting employee performance in Uganda Rainwater Association. The study is in partial fulfillment of the requirements for the award of a master's degree in Project Planning and Management of Uganda Management Institute.

I kindly request you to answer the questions sincerely and accurately. The information will only be used for academic purposes and it will be treated with maximum confidentiality. Thank you for your kind cooperation.

Yours faithfully

Promise Winnie Banturaki

SECTION A: Background Information of the respondents

A1: Age

1. 20-30
2. 31-40
3. 41-45
4. 51+

A2: Gender

1. Male
2. Female

A3. Education Level

1. Certificate
2. Diploma
3. Bachelor's degree
4. Post Graduate Diploma
5. Masters
6. Ph.D.
7. Others

A4. Length of Service in/Experience with URWA

1. 0-1 years
2. 2-3 years
3. 4-5 years
4. Over 5 years

SECTION B: ORGANIZATIONAL FACTORS AFFECTING EMPLOYEE PERFORMANCE

In the subsequent sections, use the scale provided to tick or circle a number that describes your opinion.

Participant: indicate whether you are any of the categories below

Employee....., EXCOM....., URWA Member.....

B.0 Organizational Structure and Employee Performance

(5) Strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, (1) Strongly Disagree	5	4	3	2	1
B.1. Centralized and Decentralized Decision Making and Employee performance					
B.1.1 All programme /project decisions are made by top management in URWA					
B.1.2 Employees in URWA are consulted before critical decisions are made by management					
B.1.3 Employees at URWA work under minimum supervision of their supervisors					
B.1.4 Lower level managers/ officers at URWA are given the power and resources to make decisions which enable them to perform well.					
B.1.5 Decisions are making processes delegated freely to employees motivates them to perform better					
B.1.2 Reporting and Communication Relations					
B.1.2.1 Employees at URWA are given all the required/useful information by their supervisors which enables them to perform well					
B.1.2.2 Employees have regular meetings with management to discuss their performance targets					
B.1.2.3 Information flows from top to bottom in form of feedback which motivates employees to work better					
B.1.2.4 There are clear reporting and communication channels among supervisors and staff which encourages employees to perform well.					
B.1.2.5 URWA’s internal communication systems have strengthened relationships among employees and this has enhanced their performance					
B.1.2.6 URWA’s external communication systems with stakeholders (Members, donors, other partners) is commendable					
B.1.2.7 URWA has got a communication strategy understood and implemented by its employees which has enhanced their performance.					

B.2 Organizational Culture and Employee Performance

5) Strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, (1) Strongly Disagree	5	4	3	2	1
B.2.1 Teamwork and Employee Performance					
B.2.1.1 URWA's employees who work individually perform better than working in groups					
B.2.1.2 Employees at URWA believe working individually achieves greater performance than working in teams					
B.2.1.3 URWA employees perform better when they handle tasks as a team which boosts their performance.					
B.2.1.4 URWA Management encourages teamwork among the employees					
B.2.1.5 URWA employees believe working with management achieves better results and boosts their performance					
B.2.2 Learning Organization and Employee Performance					
B.2.2.1 Employees at URWA are encouraged by management to take on learning opportunities.					
B.2.2.2 Employees at URWA who have undertaken capacity building initiatives perform better on their jobs.					
B.2.2.3 URWA encourages learning as a way of building its employees' capacities and hence encourages them to perform well.					
B.2.2.5 URWA employees are mentored by their supervisors and this has boosted their performance					
B.2.2.6 URWA undertakes employee orientation to acquaint them with the organizational culture and this has boosted their performance.					
B.2.3 Performance Based Management and Employee Performance					
B.2.3.1 URWA carries out periodic employee performance appraisals that encourages employees perform better.					
B.2.3.2 Appraisal results are shared with employees that communicates employees performance hence encourages them to perform better					
B.2.3.3 URWA recognizes and rewards best performing employees which motivates them to perform better.					
B.2.3.4 URWA carries out disciplinary actions to non performing employees which compel its employees perform well.					

B.3 Organizational leadership and Employee Performance

(5) Strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, (1) Strongly Disagree	5	4	3	2	1
B.3.1 URWA's has leaders that inspire and guide its employees to perform well					
B.3.2 URWA has managers s that are able to lead other employees to perform better					
B.3.3 URWA has leaders with good traits and attributes that influence employees to perform well					
B.3.4 URWA has leaders that have the ability to supervise and follow up on employee performance which encourages them to perform well.					
B.3.5 URWA has a strong board that provides leadership oversight to employees which encourages them to perform well.					
B.3.6 URWA managers closely monitor staff to ensure they are performing correctly					

Appendix 2

Interview Guide for Measuring Organisational Factors affecting Employee Performance in

Uganda Rainwater Association

I: Interviewer

Date:.....

R: Respondent

Participant:.....

Location.....

Interviewer:.....

Anyone else present?.....

Start time:.....

End time:.....

Organizational Structure and Employee Performance

1. Does URWA practice centralized or decentralized decision making?
2. If centralized decision making, how does it relate or affect employee performance?
3. If decentralized decision making, how does it relate or affect employee performance?
4. How would you relate URWA's organizational structure to employee performance?
5. Do you think URWA's organizational structure has met your needs as a stakeholder?
6. What would be your view on communication processes in URWA?
7. Do you think this in a way relates or affects employees' performance?

8. What should be improved in URWA's organizational structure for employees to perform better?

Organizational Culture and Employee Performance

1. Do employees in URWA work as a team?
2. Does teamwork relate or affect employee performance?
3. Does URWA have performance based management? Does it relate or affect employee performance?
4. How does URWA promote learning? Does this in any way affect employee performance?
5. Explain the team work element in URWA and how it affects employee performance?
6. Do you think this URWA's culture (history) in any way affects the performance of URWA's present employees? Explain further
7. As an employee have you learned some cultures/behaviors from URWA? Which ones are they? And how have they influenced your performance?

Leadership Styles and Employee Performance

1. How would you describe the management styles used by managers in this organization?
2. What have been the traits and attributes of URWA's past and present leadership been?
3. How have these traits and attributes affected the performance of URWA's employees in the past and presently?
4. Do you think that personal characteristics influence the way you work? Explain?
5. Does URWA's leadership have the capacity to take the organization to meeting its strategic goals and promoting good performance of employees?
6. In conclusion, what are your recommendations for URWA's employees to perform better?