

**RESTRUCTURING AND EMPLOYEE PERFORMANCE IN PUBLIC ENTITIES IN
UGANDA: A CASE STUDY OF NATIONAL SOCIAL SECURITY FUND**

BY

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT SCIENCE
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DECLARATION

I **Julian Nankunda** hereby declare that, to the best of my knowledge and belief, am the sole author of this dissertation except where other people's research was used and duly acknowledged. It has never been submitted to any other University / Institution for any academic award.

Sign.....Date.....

Julian Nankunda

APPROVAL

This is to certify that this dissertation titled “*Restructuring and Employee Performance in National Social Security Fund*” was submitted for examination with our approval as supervisors.

Sign.....Date.....

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Sign.....Date.....

Mr. Alfred.K. Kiiza

DEDICATION

This research work is dedicated to my dear parents who sacrificed their hard earned money to see me through and whose foundation I am continuing to build.

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I would like to express my gratitude to Dr. Sebastian Bigabwenkya and Mr. Alfred.K. Kiiza who saw me through research work; to all those who provided support, talked things over, read, wrote, offered comments, allowed me to quote their remarks and assisted in the editing, proofreading and design.

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LIST OF ACRONYMS

CVI	Content Validity Index
HR	Human Resource
HRM	Human Resource Management
IA	Investigation Officer
LC	Local Council
NSSF	National Social Security Fund
OAG	Office of the Auditor General
PFM	Public Finance Management
PAC	Public Accounts Committee
SMEs	Small and Medium Scale Enterprises
SPSS	Statistical Package for Social Sciences

ABSTRACT

The study focused on examining the relationship between restructuring and employee performance in National Social Security Fund (NSSF) using three objectives namely to examine the relationship between downsizing and employee performance in NSSF, to examine the influence of job transfers on employee performance in NSSF and to establish the relationship between outsourcing and employee performance in NSSF. The study adopted a descriptive cross sectional survey design complemented with both quantitative and qualitative approaches. A population of 157 NSSF was identified from which 141 respondents were selected to form a sample size. Two data collection instruments namely questionnaires and interviews were used. A 78.6% response rate was obtained from which the study findings indicated a positive significant relationship for downsizing (.563**), job transfer (.358**) and outsourcing (.543**) with employee performance. In the study, it was found out that downsizing was not often chosen as the best restructuring option done and it negatively affects employee morale. In addition, it is noted that job transfers yield good employee performance given exciting challenges that reinvigorate employees; some transfers prepare subordinate employees for job elevation and widens their skills and broadens their knowledge base. The study revealed that outsourcing improves employee performance as employees stay focused on executing critical tasks. The study recommended that NSSF should create a strategic work plan for downsizing, there is need for HR department and department heads to ensure genuine job transfers and need to ensure procuring of other service providers, need to ensure that vendors meet predefined service standards.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study examined the relationship between restructuring and employee performance in public entities in Uganda with a case of National Social Security Fund (NSSF). Restructuring is conceived as the independent variable while employee performance is the dependent variable. This chapter presents the background to the study, the problem statement, purpose, objectives of the study, research questions, hypotheses, conceptual framework, scope of the study, significance of the study and operational definitions to key terms and concepts.

1.2 Background to the study

The background is divided into four perspectives including the historical, theoretical, conceptual and contextual perspectives. The historical reflects the historical aspect, theoretical reflects the theories or models to guide the study, the conceptual reflects the relationship of variables under study and finally the contextual reflects the current organizational status or issue being investigated. All aspects are presented in detail below.

1.2.1 Historical background

Restructuring was started in the corporate world in America in the 18th century (Balogun, 2007). It was aimed at significant modification made to the debt, operations or structure of a company (Donovan & Kutcher, 2012). This type of corporate action is usually made when there are significant problems in a company which are causing some form of financial harm and putting the overall organization in jeopardy (Donovan & Kutcher, 2012).

From the perspective of corporate management in England in the 19th Century, restructuring was likely to be successful, if a fast implementation of the action took place, if the management was dedicated to support the measure and if there was a coordinated holistic

strategy of the restructuring process (Rushworth, 2011). The success of a restructuring was determined by measurement of the goals defined at the beginning of the process.

In Uganda, restructuring is done by almost every organization to improve their performance regardless of their type of business or service (Makumbi, 2011). Organizational restructuring harmonizes skill sets with business needs in order to meet the overall mission of the company and achieves high performance levels (Opendun, 2012). Organizations are dynamic entities and restructuring is a change process which management staff must handle with care in order to achieve the desired objectives of the organization (Makumbi, 2011).

Successful restructuring that is downsizing, job transfer and outsourcing will depend on the engagement of employees who remain after the actual redundancies have stopped (Kibuuka, 2010). Employee engagement is a critical measure of person-organization alignment, and reflects the employees' involvement with, and their contribution to, the success of their organization (Kibuuka, 2010). The level of employee engagement is closely linked to, and positively impacts employee retention, trust in leadership, revenue, customer loyalty and profits but organizations seem to take for granted the engagement of employees when designing and implementing any form of restructure (Okello, 2011).

1.2.2 Theoretical background

This section in the study is one of the background perspectives which focuses on the theory (s) that were adopted for the study. The study on restructuring and employee performance was underpinned by two theories which included the job characteristics model and the goal setting theory discussed in the forthcoming subsection 1.2.2.1 and 1.2.2.2 respectively.

1.2.2.1 Job Characteristics Model (JCM)

According to Robbins, Hackman and Oldham (2001), the JCM model is based on work redesign which is defined as altering jobs to increase both the quality of employees' work

experience and their productivity. The model creates a dominant framework for defining task characteristics and determining their relationship to worker motivation, performance and satisfaction (Robbins et al, 2001). The theory has been criticized for over emphasizing the concept of job analysis and yet work policy structures are not all about job analysis (Dunham, 1976; Fried & Ferris, 1987). Therefore, the goal setting theory is adopted to supplement and bridge the gap of JCM as discussed in forthcoming subsection 1.2.2.2 below.

1.2.2.2 Goal Setting Theory

Goals set by organizations give a basis to designing jobs during the entire restructuring exercise in order to make organizations efficient and effective. These goals are set jointly with management and workers who are both liable for attaining them (Gordon, 1999). According to Locke (1978), employees are motivated by not only clear but also challenging goals which drives them to exhibit high level of performance. Organizations must set targets so that individuals can determine and evaluate their performance (Albus, 2007). This means that goals must be well understood and an effective goal program must include feedback to facilitate clarification of expectations, adjust goal difficulty, and gain recognition (Locke, 1978). All these lead to the bottom line which is enhancement of employee performance in regards to organizational restructuring.

Ordonez, Schweitzer, Galinsky and Bazerman (2009) criticized goal setting arguing that goals may cause systematic problems in organizations due to narrow focus, unethical behavior, increased risk taking, decreased cooperation and decreased intrinsic motivation. It is important therefore to put more emphasis on learning goals rather than performance goals (Latham & Locke, 1980). The goal setting theory is relevant to this study because it provides a basis for job redesign when undertaking organizational restructuring. Therefore the theory contributes to guidance of restructuring in order to achieve a reduced the cost base while creating more efficient structures, effective processes and engaged staff

(Krystek&Moldenhauer, 2007; Donovan & Kutcher, 2012; Siegart, 1990; Gabler, 2012).

The two elaborated preceding theories guided the study and therefore contributed to examining the relationship between restructuring and employee performance in NSSF.

1.2.3 Conceptual background

Literally, restructuring means the restoration of a structure and therefore the survival of an existing structure is up for negotiation. The restructuring process is aimed primarily at the adaptation of the corporate structure to changing market conditions, and thus mostly at the economic outcome (Krystek & Moldenhauer, 2007; Donovan& Kutcher, 2012). Crises and the resulting need for restructuring are inevitable from an economic perspective and thus recur periodically (Siegwart, 1990; Gabler 2012). Restructuring in terms of downsizing, job transfer and outsourcing influences employee performance in terms of efficiency, effectiveness, timely accomplishment of tasks, quality and quantity of work produced. Damba (2004) emphasized that restructuring influences employee performance in organizations.

For purposes of this study, restructuring referred to downsizing, internal job transfers and outsourcing (Delth, 2012). Downsizing referred to the best means an organization might use to effect change within the organization through retrenchment, reorganization and redesignation. Internal job transfer referred to transfer of staffs of an organization from one branch to another within the same institution which may be vertical or horizontal. Outsourcing meant the attempts by the organization to get some activities in the organization by some external parties through contracting, sub-contracting, supervision and enforcement. This is in line with Delth (2012) who asserts that outsourcing involves sub-contracting an activity in the organization to external consultants or parties with specific specialty to the activity.

According to Lewin (2010), to perform is to accomplish a task. For this study, employee performance measured in terms of efficiency, effectiveness, timely accomplishment of tasks and quality of work produced and quantity of work produced.

On the other hand, Payam et al., (2013) argue that productivity is needed for their organizations to compete strongly and also their employees' productivity is required in shaping the organization achievements. On the other hand, employees' performance, as a result of the development and the growth is critical for any organization however, Further still, Kinicki and Kreitner (2007) defines employee performance as the employee performance as a measure of output realized by tangible firm targets.

Lastly, Stoner (1996) defines employee performance as the efficiency and effectiveness. He further explains efficiency as the ability to produce the desired outcomes by using as minimal resources as possible while effectiveness is the ability of employees to meet the desired objectives or target whereas Abdul and Aamer (2011) define employee performance as employee efforts that are seen as a success or failure to the operations of an organization. To them, employee performance is seen to affect organizational effectiveness and efficiency.

1.2.4 Contextual background

National Social Security Fund is a national saving scheme mandated by government through the National Social Security Fund Act cap 222 to provide social security services to employees in private, civil society and public sector in Uganda to protect them for social and economic life uncertainties (NSSF Act, 1985).National Social Security Fund periodically undertakes organizational restructuring, from conducting preliminary assessments of the existing organizational structure to implementing predetermined change processes, to align the internal structure to the current business strategy (NSSF, 2012).The process is meant to optimize corporate governance, improve management systems, improve operational and tax

efficiency however this is not being achieved in NSSF. Instead what is happening is unsatisfactory performance levels of employees (NSSF, 2013; Whittington, Pettigrew, Peck, Fenton & Martin, 1999). NSSF report (2014) presents the view that restructuring has reduced employee morale to deliver.

The situation depicts that restructuring affects employee performance for instance formerly active employees in some departments at NSSF have found themselves redundant or inactive after being transferred from one department or branch to another (Opoya, 2013; NSSF, 2013). Restructuring has also increased job insecurity among employees, especially during downsizing exercise which affects employee performance of all employees (NSSF, 2013).

The preceding state of affairs at NSSF triggers the researcher to undertake an investigation into the matter to find out the relationship between restructuring and employee performance. The current NSSF organization structure is presented diagrammatically below.

1.3 Statement of the problem

National Social Security Fund (NSSF) is established by the 1985 Act of Parliament to provide for its membership, the payment of contributions to, and the payment of benefits out of, the Fund and for other purposes connected therewith. The Ministry of Finance, Planning and Economic Development is responsible for the policy oversight of the Fund. NSSF is mandated to providing social security services to employees in both private and public sectors. In order for NSSF to continue delivering sustainable member returns, it must balance prudent investment, operational effectiveness and vigilant cost management (NSSF, 2014). NSSF is at times known for its scandals which have involved mismanagement, nepotism and irregularities in staff recruitment, investments without clearance of solicitor general rather than its core mission (Okello, 2015). To curb on such discrepancies NSSF underwent a restructuring process in 2010 aimed at making it more efficient, competitive and responsive to the needs of the members and realized an impressive growth of worth 4 trillion Ugx

(Okello, 2015; Businge, 2014) however, the restructuring exercise demoralized more workers and affected their expected performance. There is underlying employee uncertainty of their future, stress and fatigue pulling down employee morale to deliver in time the required quantity of work in acceptable time which explain the declining employee performance levels (NSSF Human Resource Report, 2012). The restructuring efforts undertaken by NSSF within the period 2002 - 2011 including but not limited to reorganization, job transfer, outsourcing and supervision have not yielded remedial positive effects on employee performance in terms of employee efficiency, effectiveness, timely tasks accomplishments, quality of work and quantity of work (Opoya, 2013). It was therefore based on such a mismatch that the study examined the relationship between restructuring and employee performance in NSSF.

1.4 Purpose of the study

The purpose of the study was to examine the relationship between restructuring and employee performance in NSSF.

1.5 Objectives of the study

The objectives of this study were;

- i. To examine the relationship between downsizing and employee performance in NSSF.
- ii. To establish the relationship between job transfers on employee performance in NSSF.
- iii. To assess the relationship between outsourcing and employee performance in NSSF.

1.6 Research questions

The study answered the following research questions

- i. What is the relationship between downsizing and employee performance in NSSF?
- ii. How does Job transfer relate with employee performance in NSSF?
- iii. What is the relationship between outsourcing and employee performance in NSSF?

1.7 Research hypotheses

The study verified the following research hypotheses

- i. There is a significant relationship between downsizing and employee performance in public entities in Uganda.
- ii. Job transfers is significantly related to employee performance in public entities in Uganda.
- iii. There is a significant relationship between out sourcing and employee performance in public entities in Uganda

1.8 Conceptual framework

The figure below is the conceptual framework illustrating the relationship between restructuring and employee performance in an organisation.

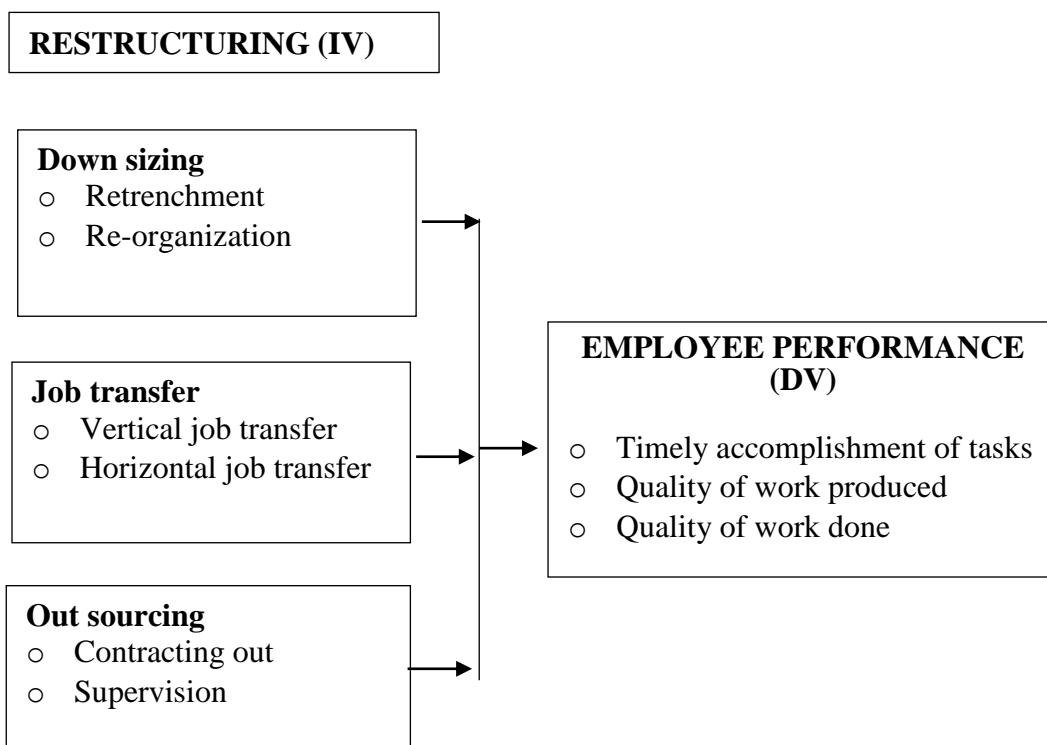


Figure 1: conceptual framework illustrating the relationship between restructuring and employee performance in an organisation

Source: Adapted from Ddamba(2004) and Modified by Nankunda (2016).

Restructuring affects employee performance. Restructuring in terms of downsizing, job transfer and outsourcing affects employee performance. Employee performance is measured in terms of timely accomplishment of tasks, quality of work produced and quantity of work done. Downsizing in form of retrenchment negatively affects performance of retained employees because of the increase in tension and uncertainty of remaining employees affects their productivity. The tension is caused by employees working while hunting for jobs elsewhere thereby failing to complete tasks on time, failing to meet set targets of quality and quantity of work. However, on the other hand, downsizing in terms of reorganization does the opposite.

Job transfers positively affect performance of employees especially when the transfer is viewed as a promotion. Some transfers which are not well coordinated may negatively affect performance of employees. Finally, outsourcing positively affects performance of employees especially when planned and guided by a well-managed procurement plan. Outsourcing enables employees to focus on key activities that enable the organisation to be competitive. However, outsourcing of activities which have been partly done by employees may threaten them and may negatively affect their level of performance if they perceive it as a threat to their job security.

1.9 Significance of the study

The study is significant to the researcher as it equips the researcher with more research experience and knowledge that would be important to her in the practical present and future world of business.

Secondly, the findings would bring more insight to policy makers' especially on restructuring and employee performance and therefore come up with proper mechanisms on how best employee performance can be fostered in both the public and private sectors in Uganda.

The study would add value to the body of existing knowledge on restructuring and employee performance. This would lead to other researchers to utilize this study as a reference point for further research in the study area.

1.10 Scope of the study

This section in the study provides the scope of the study and gives an insight of extent to which the study was explored specifically geographically, content, and time scope as elaborated below in the sub sections below.

1.10.1 Geographical scope

The study was conducted at National Social Security Fund head offices located on plot 1 Pilkington Road Worker's House building in Kampala District, Uganda. The head offices were chosen for the study because this was where the key documents or records on Human Resource management were kept and it is where the key human resource decisions were taken.

1.10.2 Content scope

The study focused on examining the relationship between restructuring and employee performance at NSSF. The content of the study was guided by the research specific objectives which included: to examine the relationship between downsizing and employee performance in NSSF; to establish the influence of Job transfers on employee performance in NSSF; and finally to assess the relationship between outsourcing and employee performance in NSSF.

1.10.3 Time scope

The study covered the period 2007 to 2014 because it is the period when the restructuring exercise was carried out in NSSF hence bringing about organizational change (Opoya, 2013).

1.11 Definitions to key terms and concepts

Downsizing: This concept referred to the best means an organization may use to effect change within the organization through retrenchment and reorganization.

Employee performance: The concept was measured in terms of efficiency, effectiveness, timely accomplishment and quality of work done, quantity of work done, cost and time.

Job transfer: This concept referred to transfer of staffs of an organization from one branch to another within the same institution which may be vertical or horizontal.

Out sourcing: The concept meant the attempts by the organization to get some activities in the organization by some external parties through contracting out, sub-contracting, supervision and enforcement.

Reorganization: This concept referred to a change in the organization's structure in terms of division of labor, delegation of authority, departmentalization and span of control; retrenchment referred to reducing the number of employees in the organization by laying them off.

Restructuring: This concept referred to downsizing, internal job transfers and out sourcing.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the review of the related literature in line with the objectives of the study. Each variable within the conceptual frame work is to be reviewed. The literature review identifies the knowledge gap that formed the basis for the researcher's study.

2.2 Theoretical review

This sub section presents the theories that underpinned the study, how the theories have been used by other researchers and how they guided the study. The theories were used in the discussion of findings in chapter five.

2.2.1 Job characteristics model (JCM)

Robbins et al., (2001) developed the Job Characteristics Model (JCM). Their research was based on work redesign which is defined as altering jobs to increase both the quality of employees' work experience and their productivity. The model creates a dominant framework for defining task characteristics and determining their relationship to worker motivation, performance and satisfaction. According to Robbins et al., (2001), the JCM can be expounded in five core dimensions including skill variety, task identity, task significance, autonomy, and feedback that affect five work-related outcomes:-motivation, satisfaction, performance, absenteeism and turnover through three psychological states that is experienced meaningfulness, experienced responsibility, and knowledge of results. Workers must be motivated in order to improve their performance at work. The supervisors must strive to make the employees understand their job duties and responsibility otherwise they can find themselves redundant upon being transferred.

Autonomy is very important when trying to work towards improving employee performance in an organization. When the employees work independently, they get the perception that what they are building is theirs, a point which enhances employee motivation and helps to improve employee performance (Robbins et al., 2001). This theory is relevant to the extent that it emphasizes that tasks given to workers should be well defined so as to stimulate worker motivation with corresponding improvement in employee performance. This theory informs this study in that it fronts the aspect of enriching the job as the drive towards improved employee performance. The job characteristics model is based on the principle of a work design to restructure jobs with the intent of making them more challenging, motivating and satisfaction of the individual (Loher et al., 1985). The theory has been criticized for overlaying emphasis on task allocation and ignoring other relevant areas like the work policies and the work environment.

2.2.2 Goal Setting Theory

The Goal Setting Theory emphasizes clear and challenging goals which are measurable, time bound coupled with appropriate feedback as a basis for enhancing employee performance (Locke, 1978). The theory was selected because it focuses on how employees should be aware of the organizational goals, strategies and how such employees are prepared or set to achieve the goals on behalf of the organization thereby enhancing employee performance (Locke & Latham, 2006). However, it is criticized for focusing only on goals as a source of motivation yet other factors like rewards and reinforcing behavior are equally important. It is also relevant in that it emphasizes joint setting of goals and employer's need to take decisions in consultation with the people below him (Mitchelle & Silver, 1990).

2.3 Employee performance as the dependent variable

Employee performance portraying the dependent variable in this study was measured using three indicators namely the timely accomplishment of tasks, quality of work produced and quantity of work done. The concept of employee performance has been defined by several scholars among which some are provided below.

First, Le Tran and Chiou-shu (2012) argue that in modern management, organizations have become fully aware of the importance of employee performance, increasing employee performance the ways through which high level of employee's performance can be achieved has become one of the decisive factors for any organization success. The scholars further argue that such organizations' mission is to get people together to accomplish set corporate goals and objectives by using available resources efficiently and effectively and by doing so, employees realize their importance hence employee performance.

Champathes (2006) while conducting a study about employee performance found out that when job evaluations are conducted, employees who not affected remain more satisfied with the job, more committed with the job and the performance would be increased. To the scholar, when employee performance is increase, organization effectiveness would be realizes. To further complement on the above findings was Abdul and Aamer (2011) who stressed that an employee is a key element of the organization and therefore the success or failure of the organization depends on employee performance. Therefore, organizations are investing huge amount of money on strategic employee issues for instance restructuring and employee development among other. To the authors, employee performance affects organizational effectiveness and efficiency.

Other scholars namely Afshan et al., (2012) coincide that performance is the achievement of specific tasks measured against predetermined standards of accuracy, completeness, cost and

speed. To them, employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers. Further still, Kinicki and Kreitner (2007) stress that employee performance is only higher in happy and satisfied workers and therefore there is need for any organization management to identify and retain highly motivated performers to attain firm targets. The authors further recode that employee performance means employee productivity and output. To them, it is important that employee performance is closely monitored.

Lastly, Serena, Muhammad and Emran (2012) argued that desired performance can only be attained efficiently and effectively, if employee gets a sense of mutual gain of organization, with the attainment of that defined target or goal. The scholars further argue that a firm must carefully set execute required HR strategic activities restructuring for instance to attain the best employees as well be able to evaluate the employee's performance at all levels as this will yiled better results.

2.4 Restructuringas the independent variable

Literally, restructuring means the restoration of a structure. It is therefore clear that the survival of an existing structure, i.e. a company or a business unit, is up for negotiation. Measures are aimed primarily at the adaptation of the corporate structure to changing market conditions, and thus mostly at the economic outcome (Krystek & Moldenhauer, 2007; Gambler, 2012). Crises, and the resulting need for restructuring, are inevitable from an economic perspective and thus recur periodically (Siegwart, 1990). While Olum (2012) argues that restructuring is a complex process of amending the fundamental structures of an organization, change the relations between its various departments in accordance with the requirements of maximum productivity, using specific mechanisms of organizational diagnosis and intervention.

Furthermore, Gilbert (2010) stresses that restructuring is the corporate management term for the act of reorganizing the legal, ownership, operational, or other structures of a company for the purpose of making it more profitable, or better organized for its present needs. However, Delth (2012) stresses that other reasons for restructuring include a change of ownership or ownership structure, demerger, or a response to a crisis or major change in the business such as bankruptcy, repositioning, or buyout. Restructuring may also be described as corporate restructuring, debt restructuring and financial restructuring. Invariably, restructuring will require the learning of new values, skill and practices, and the unlearning of old beliefs. For this reason, virtually every restructuring project has to include education and training. In many successful restructuring projects, education and training has, played a major role for the company in the adoption of the new culture. For purposes of this study, restructuring entailed downsizing, job transfer in terms of internal job transfers and out sourcing as proposed by Delth(2012).

2.5 Restructuring and employee performance

2.5.1 Downsizing and employee performance

Downsizing refers to a set of activities undertaken on the part of the management of an organization and designed to improve organizational efficiency, productivity and/or competitiveness (Cameron, 1994). In view of this, Gilbert (2010) alludes to it as the reducing on the number of employees within an organization with the aim of either better management or reducing costs. Consequently Kets De Vries and Balazs (1997) claims that downsizing is a complete strategic transformation intended to change an organization's design, its work processes, corporate culture, values and attitudes.

Cameron, Freeman and Mishra (1991) in their study of best practices in white collar downsizing attested that downsizing activities are described by managers with an amazing

array of alternative terms such as compressing, consolidating, contracting, demassing, dismantling, downshifting, rationalizing, reallocating, reassigning, rebalancing, redesigning, resizing, retrenching, redeploying, rightsizing and streamlining, all which are intended to ensure increased productivity of employees. In the context of this study, downsizing refer to the best means an organization may use to effect change within the organization through retrenchment, reorganization and re-designation.

2.5.1.1 Retrenchment and Employee performance

Since the 1980s, downsizing has been one of the unchangeable trends among firms all over the world (Cameron, 2012). According to Gilbert (2012), retrenchment is rendering a work force redundant for some time in an organization. In order to cope with environmental changes, break through management difficulties, and improve organizational efficiency (Abowd, 2010). Retrenchment has been widely accepted as an effective means to reorganize and to promote efficiency in both private and public organizations. Previously, retrenchment was viewed as an indicator revealing the decline of a firm, now it was treated as a justifiable strategy (De-Meuse & Kenneth, 2011).

Retrenchment can be part of a broader workforce strategy designed to align closely with the overall strategy of the business (Lazear, 2009). Retrenchment has become a fact of working life as companies struggle to cut costs and adapt to changing market demands. According to Overby (2013), many firms conducted retrenchment to maintain competitive advantages and upgrade technology levels, not necessarily because of organizational decline. In addition, globalization and merger/acquisition to reach an optimal economy of scale could also lead to the actions of retrenchment (Kalleberg, 2013). In short, retrenchment is the action taken by firms to strategically reduce redundant workforce, improve the quality of human capital and eventually maintain and increase their competitive advantages.

In the context of the study, it was clearer why retrenchment hurt performance hence it is difficult to cut without doing damage to organizational capabilities when there is no slack to cut. In most cases, labor costs per employee move in the opposite direction from changes in sales per employee: When job cuts make sales per employee rise, so do labor costs per employee, and when the former fall, so do the latter. This relationship may mitigate some of the gains from cutting employees as well as the losses and lead to an overall moderating effect in relations with performance outcomes.

Both an aggressive and even a moderate retrenchment strategy greatly affect and harm employees. The harm caused by retrenchment is not only in creating unemployment, but also on the lives of employees' families, employees economically, physically, socially and psychologically (Kakabadse & Kakabadse, 2002). The negative effects of retrenchment cause survivor's syndrome which could cause physical discomfort, gradually reduce creativity, increase fatigue, increase anger and lead to extreme avoidance of risks (Brockner, 2011). This leads to effect on employees' behavior including absenteeism and poorer personal relationships which negatively affect employee performance (Kakabadse & Kakabadse, 2002).

Additionally, from the perspective of the social network, losing colleagues and friends at work influences the remaining employees' attitudes and behaviors (Brockner, 2011). Employees tend to become dissatisfied, then reduce their commitment to the organization and performance declines leading also to some employees resigning (Littler, 1998). From the resource-based view, especially in the era of the knowledge economy, firms employed retrenchment strategies to reduce redundancy and selectively maintain the best labor. They still had to improve the quality of remaining employees and urged them to learn new skills which revitalized the organization and eventually promoted the firms' competitive

advantages (Cameron, 2012). This was because organizational learning was the basis of firms' strategic process and future competitive advantages (Belcourt, 2006).

Furthermore, the learning attitude of the individual within organizations was also the foundation of organizational learning (Kieselbach, 2011). Some longitudinal investigations revealed that many firms which adopted retrenchment strategy did not achieve the original goals and failed to form the desired competitive advantages. Instead of cutting costs, gaining profits, promoting productivity and increasing stock price, they suffered from low employee morale, less employee commitments, and lack of loyalty. This ended up affecting the people-related business activities such as quality and customer services (Cameron, 2012). To cement the above scholarly findings, it was found out that despite restructuring stretching financial resources, it was important that an organization be flattened than remain tall as it brings efficiency and effectiveness.

In the retrenchment and post-retrenchment era, some HRM practices in coordination with retrenchment strategies influenced the remaining employees greatly in terms of greater workload, increased pressure and destruction of the original relationship network. All the negative impacts affected employee job satisfaction, commitment toward the organization and employee performance (McIvor, 2009). The remaining employees lose trust towards the firms and are more likely to leave the firms because they become reluctant to learn further in order to improve their skill base which further deteriorates employee performance. Therefore, in the post - retrenchment era, those firms should design HRM practices to motivate the remaining employees to learn new core competencies to leverage overall workforce performance and eventually improve the firms' financial performance (McIvor, 2009).

Lastly, Overby (2013) argues that well planned retrenchment and implementation for the good of the organization may have some benefits but also reflected challenges that managers laid-off from larger firms face in trying to be re-employed. In smaller firms, many re-

employed executives have fewer managerial responsibilities and are forced to do more hands-on activities they feel they have outgrown. Many retrenched executives end up underemployed in jobs that pay less money, are at lower levels than their last jobs, and for which they are overqualified in terms of their competencies and experience therefore the study addresses retrenchment in public entities in Uganda specifically at NSSF and how shows how retrenchment affects employee performance.

2.5.1.2 Reorganization and employee performance

According to Hudson and Andrew (2006), contend that reorganization involves the making of decisions based on relevant information which leads to actions that improve the utilization of the productive assets and services available to organization's management. Reorganization is said to be based on standards with which actual performance can be compared. The researcher notes that if there are no standards, then there can be no effective measure of reorganization.

Similarly, Dailey (2010) opines that reorganization implies changes made to the organizational design in terms of division of labour, delegation of authority, departmentalization and span of control (Dailey, 2010). Structural formation of an organization is the way work is divided and how it achieves coordination among its various work activities. An organization structure shows how work is divided in the organization and ensuring the work gets done by providing coordination and control of employees' activities (Osterman, 2000).

The reorganization exercise emphasized in this study is the one aligned to downsizing implying reducing division of labor, reducing delegation of authority, reducing departmentalization and reducing span of control.

Division of labour in an organization basically refers to job specialization. This emphasizes specific type of work performed by an employee and the work method or process to be used fully predetermined. Dailey (2010) argues that division of labour produces rising marginal productivity or employee performance in work units to a point output per employee increases as more employees performing related tasks are grouped together. At some point marginal productivity per employee begins to decline if coordination problems arise. However, advances in Internet communications and reliable global communications systems allow departments to grow in size without accompanying declines in marginal productivity because it is possible for one manager to work closely with a number of geographically dispersed employees (Batt, 1995).

In addition, delegation of authority is a manager's decision about how much authority to give to a subordinate. A manager who delegates authority gives a piece of his job to a subordinate or to a team. According to Dailey (2010), managers in downsized and delayed firms should learn to delegate authority in order to increase employee performance.

Departmentalization entails how work activities are grouped together. Departmentalization can be based on organizational functions, technology, product, types of customers, types of distribution channels used, or geographic regions served by the firm and its subsidiaries (Hudson & Andrew, 2006). It requires common chores to be grouped and assigned to a given manager to create units, branches, divisions and even subsidiaries.

Lastly, span of control is the number of subordinates who report to a given manager (Dailey, 2010). Bailey (1994) points out that in the past, span of control was influenced by the number and intensity of interpersonal relationships between the superior and his subordinates. In other words, managers who supervised complex work needed more face time with their subordinates necessitating narrower spans but managers who have effective communication

skills coupled with wireless communications systems and the internet can effectively manage wider spans without loss of coordination.

2.5.2 Job transfer and employee performance

A job transfer entails moving an employee from one work place/duty station to another work place/duty station. In a transfer, the employee gains new knowledge and skills by performing a different job that requires new skills and provides different responsibilities (Brockner, 2011).

2.5.2.1 Vertical job transfer

A vertical transfer is an integral part of HRM policy, mobility across sections and departments within an establishment should be treated as a positive signal regarding the future prospect of the organisation. A transfer at work is an approach to helping employees develop a career path. A transfer provides experience in other areas of an employee's current department or in a new department within the business (Abowd, 2010). A work transfer is a way to help an employee gain wider and broader experience within the business. It is more often available than a promotion because fewer employees inhabit each successive promotion (Baily, 2006).

Brockner (2011) posits that a transfer will not generally result in a higher salary, although it can. As managers look for ways to help employees continue to develop their skills, experience, and knowledge about the business, a transfer is an option to consider. A transfer to a different job at work is a sign that the organization is committed to providing opportunities for the employee's development (Gandolfi, 2009; Brockner, 2011).

Cameron (2011) and Cappeli (2012) do concur that job transfer helps an employee to gain new knowledge, skills and also prepares an employee for promotion. In a related argument, Davis and Haltiwanger (2012) contends that a transfer provides a career path for an employee

when a promotion is not available. Similarly Brockner (2011) adduce from his study of reducing impacts of employee layoffs that while transfer is recognized as an approach for employee mentoring, the effects can only be attained if there is an opening for such employee to exercise his new mandate. The employee is able to overcome boredom and dissatisfaction with the current job by having a new and different job with changed responsibilities and tasks.

Lastly, Cappeli (2012) posits that through a transfer the employee receives a new challenge, it is also a chance for the employee to expand his or her accomplishments, reach, impact, and potentially influence different aspects of the workplace and organization. Through a transfer, the employee experiences a change of scene and work environment which challenges the employee to adapt and learn to manage change. In the scholar's recommendations, Cappeli (2012) asserts that a transfer may also be a spring board for gaining visibility with a new group of coworkers and managers. A job transfer allows the employee to accomplish all of the above while retaining his or her current salary, benefits package, and company perks. However, Davis and Haltiwanger (2012) avers that a job transfer to achieve these same benefits might result in the loss of needed and appreciated compensation and benefits. They further note that the word transfer may be used interchangeably with the term, lateral move, although a transfer can involve a promotion. As such, in the business world, the employer would likely call the move a promotion. Internal transfers tend to require consent from the current management.

2.5.2.2 Horizontal job transfer

Horizontal job transfer is matching and reallocation of workers to jobs that are of similar characteristics are intricately interwoven with the process of job creation and destruction. Dial and Kevin (2011) note that a transfer to a new department can offer an exciting challenge that reinvigorates a person. When an employer is considering transferring an

employee, it is important that an employer shows good faith to its employees. The employer will need to ensure that the transfer is genuine and it follows the correct process when carrying out the transfer. The change of the environment where you have a new boss and co-workers in a different area of the company can create the need to prove yourself all over again, which can be an effective motivational tool. Moving to a new area of the company can give you a fresh start with a different group of workers (Osterman, 2000). More still, a transfer back to your hometown can put you closer to your elderly parents who need your assistance. Dial and Kevin (2011), in their study on incentives, downsizing and value creation, recommended that workers should be moved to environments where they will easily fit in.

Lastly, De-Meuse and Kenneth (2011) posits that employers may need to make changes for a variety of reasons, such as improved technology, more productive business processes, product changes, loss of suppliers or markets and a decision to contract out or sell some or all of the business. The law requires employers to tell employees when they are considering changes that will affect jobs. Employees must have an opportunity to contribute to any decisions (De-Meuse & Kenneth, 2011). The first step is to refer to the employment agreement, since that sets out the basis for the employment relationship and the procedures for changing its terms. The more significant a proposed change is, the more likely it is that it cannot be imposed without the employee's agreement. Even where the employment agreement states that certain changes can be introduced in the future, they should be introduced with early advice and discussion. Where employees agree to a change, the terms of the employment agreement must be updated, signed by both parties and kept on file.

2.5.3 Out Sourcing and employee performance

Outsourcing is described as the process of contracting a business function to someone else (Overby, 2013). Outsourcing also refers to the continuous procurement of services from a

third party, making use of highly integrated processes, organization models and information systems. For purposes of this study and here in after, out sourcing will refer to attempts by the organization to get some activities in the organization by some external parties through contracting, sub-contracting, supervision and enforcement.

2.5.3.1 Contracting out and employee performance

Contracting out has been defined as an agreement between two or more parties for the doing or not doing of something specified. Under contract, there is governance and arrangement by special contract (Kalleberg, 2013). Contracting out has become a major trend in human resources over the past decade. It is the practice of sending certain job functions outside a company instead of handling them in house. More companies, large and small, are turning to outsourcing as a way to grow while restraining payroll and overhead costs in Uganda (Overby, 2013).

The key factors which have led to a growing trend of outsourcing are lack of expert-labor in some portions of the business process (Kalleberg, 2013). Most of the times tasks are outsourced to vendors who specialize in their field. The outsourced contractors also have specific equipment and technical expertise, most of the times better than the ones at the outsourcing organization. Effectively the tasks can be completed faster and with better quality output. Outsourcing the supporting processes gives the organization more time to strengthen their core business process (Kalleberg, 2013).

Lazear (2009) notes that one of the most crucial factors determining the outcome of a campaign is risk-analysis. Contracting out some times cannot leave in isolation of out sourcing. The two support each other. Outsourcing certain components of the business process helps the organization to shift certain responsibilities to the outsourced vendor. Since the outsourced vendor is a specialist, they plan the risk-mitigating factors better. Outsourcing

eludes the need to hire individuals in-house and hence recruitment and operational costs can be minimized to a great extent. This is one of the prime advantages of offshore outsourcing. When an organization outsources HR, Payroll and Recruitment services, it involves a risk of exposing confidential company information to a third-party (Cameron, 2012).

Iqbal and Shekar (2005) noted that in case one does not choose a right partner for contracting out, some of the common problem areas include stretched delivery time frames, sub-standard quality output and inappropriate categorization of responsibilities. At times it is easier to regulate these factors inside an organization rather than with a contracted out business partner (Iqbal & Shekar, 2005). Although contracting out is the cost-effective at times, the hidden costs involved in signing a contract and signing a contract across international boundaries may pose a serious threat. An outsourced vendor may be catering to the expertise-needs of multiple organizations at a time. In such situations vendors may lack complete focus on the organization's tasks.

Finally, Kieselbach (2011), outsourcing is an arrangement in which one company provides services for another company that could also be or usually have been provided in-house. Wiezer (2011) notes that one outsourcing option is to hire independent contractors; independent contractors can be more flexible and lower in cost than outsourcing firms. However, before hiring an independent contractor, make sure the individual you use can do the job. However, deviating from Abowd (2010), outsourcing may also have its own disadvantages for example contracting is costly and require expertise to choose the best contractor or sub-contractor (Cameron. 1991).

2.5.3.2 Supervision and employee performance

Job supervision is a trend that is becoming more common in information technology and other industries for services that have usually been regarded as intrinsic to managing a

business. In some cases, the entire information management of a company is outsourced, including planning and business analysis as well as the installation, management, and servicing of the network and workstations. Supervisory contracts can range from the large contract in which a company manages certain services for another company. On this point, Abowd (2010) argues that supervision is an effective cost-saving strategy when used properly. It is sometimes more affordable to purchase a good from companies with comparative advantages than it is to produce the good internally.

2.6 Summary of the literature reviewed

The literature review above confirms that different scholars have conducted several studies on restructuring and employee performance. Restructuring constituted downsizing, job transfer and outsourcing affects employee performance. To note, downsizing in form of retrenchment negatively affects performance of retained employees as it may increase worker tension and uncertainty of remaining employees which also affects their productivity. Job transfers positively affect employee performance especially when the transfer is viewed as a promotion. Some transfers not well coordinated may negatively affect employee performance. Some of the gaps left in other studies that this study fulfills how best organizations should consult its employees when planning to conduct downsizing; the increasing HR role that should be executed to improve employee performance and how best to manage job transfer done through redeploying of workers.

In addition, some of the lessons learnt from other studies are that most flattened organizations improve bureaucracy as few levels exist; staffs are molded into workers as their performance in terms of skills, ability, competence and knowledge are well enhanced. Further to note, the study helps to strengthen the problem through ensuring that ways of how to best employees output should be realized; how to identify and hire the best candidates as well as capacity building hence a nexus that would bridge all the gaps. Most of the studies on restructuring

and employee were grounded on developed countries context and therefore suitable to that context however, the scenario looks different for both the private and public sector specifically National Social Security Fund in Uganda. Finally, the scholars focused less on the above IV or restructuring dimensions variables.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

Chapter three presents and describes the approaches and techniques the researcher used to collect data and investigate the research problem. They include the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods, data collection instruments, data quality control (validity and reliability), procedure of data collection, data analysis and measurement of variables.

3.2 Research design

A descriptive cross sectional survey design was adopted for the study. This type of research design validate emerging constructs and proposition in the data set; guiding the study of various units within the identified case by underlining the mechanism by which an incident is brought to being (Kothari, 2004). Furthermore, the design was adopted as its simplest design and a least costly alternative. The study further used both quantitative and qualitative approaches. Creswell (2009) argues that quantitative methods are more objective and help to investigate the relationships between the identified variables.

In addition, qualitative approaches involved in depths probe and application of subjectively interpreted data. As pointed out by Kothari (2004) qualitative researchers aim to gather an in-depth understanding of human behavior and the reasons that govern such behavior. The quantitative and qualitative approaches were adopted in sampling, collection of data, data quality control and in data analysis. Triangulation seen means using more than one method to collect data on the same topic was adopted for purposes of getting quality data (Somekh & Lewin, 2005). However, the purpose of triangulation is not necessarily to cross validate data but rather to capture different dimensions of the same phenomenon (Kothari, 2004).

3.3 Study population

A population is the aggregate or totality of objects or individuals having one or more characteristics in common that are of interest to the researcher and where inferences are to be made (Amin, 2005). The study population was made up of 157 respondents who included top level, middle level and lower level staff in all departments of NSSF. The respondents were both male and female NSSF staff. Details are provided in section 3.4 below.

3.4 Sample size and selection

The sample size of 141 respondents was drawn from a study population of 181 determined based on the Krejcie and Morgan (1970). After obtaining the total sample, the break down for the different categories of respondents was obtained as shown in the Table 3.1 below.

Table 3.1: Population, sample size and sampling techniques

Category of respondents	Population	Sample size	Sampling Techniques	Instrument
Managing director's office staff	4	4	Purposive sampling	Interview
Investment department staff	3	3		
Procurement department staff	3	3		
Risk department staff	4	4		
Internal audit department staff	5	5		
Legal department staff	3	3		
Contributions department staff	3	3		
Compliance department staff	3	3		
Customer service department staff	24	23	Simple random	Questionnaire
Data management unit staff	68	57		
Finance department staff	15	14		
Benefits department staff	22	19		
TOTAL	157	141		

Source: National Social Security Fund Staff Records (2014)

The above Table 3.1 provides the sample size of respondents who included four managing director's office staff, three investment department staff, three procurement department staff, four risk department staff, five internal audit department staff, three legal department staff, three contributions department staff and three compliance department staff. In addition were

23 customer service department staff, 57 data management unit staff, 14 finance department staff and 19 benefits department staff. The above category of respondents are top management staff who strategically plan for the pension scheme entity; middle managers who oversee the implementation of any strategic plans by lower level staff as well as lower level staff who are closely tasked to handle routine (day to day) operations of NSSF. The categories constituted staff that participated in the restructuring and execution of assigned tasks therefore were knowledgeable enough to provide their views/opinions about the study.

3.4.1 Sampling techniques and procedure

The study used both the probability (simple random sampling) and non- probability (purposive sampling technique) were used to select the sample that was representative of the NSSF population. The details are provided below.

3.4.1.1 Probability sampling

Probability sampling or random sampling, is a sampling technique in which the probability of getting any particular sample may be calculated (Katebire, 2007). The advantage of probability sampling is its lower cost compared to probability sampling. However, one can say much less on the basis of a non-probability sample than on the basis of a probability sample (Glenn-Firebaugh, 2008).

3.4.1.1.1 Simple random sampling

Simple random sampling was adopted in sampling the data integrity departmental officials. According to Creswell (2003) simple random sampling is a type of technique where every member has an equal chance of being recruited into the sample. A sample frame was constructed and then the members were randomly selected. The reason for choosing this technique is that it is a cheaper technique to deploy; biasness can be avoided and takes lesser time.

3.4.1.2 Non probability sampling

This is a type of sampling technique where chances of selecting a sample are unknown. This sampling method focused on purposive sampling technique as explained below.

3.4.1.2.1 Purposive sampling

The purposive sampling technique was used to select a group of respondents who were known to have reliable information about the study. This sampling technique is an effective way of building a sample frame where one or two respondents are drawn to form a sample.

3.5 Data collection methods

Amin (2005) posits that collection methods is a systematic methods that support the collection of both primary and secondary. In the study, data was collected using two key methods: the questionnaire survey method and the interview method.

3.5.1 Questionnaire survey

A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents (Creswell, 2013). Although they are often designed for statistical analysis of the responses, this is not always the case. In this study the questionnaire was deemed to be appropriate and used because it is practical, large amounts of information can be collected, questionnaires data can easily be quantified, it is also a cheap way of collecting data, a large group of respondents is covered within a short time, it also allows in-depth research, to gain firsthand information and more experience over a short period of time (Kothari, 2004).

The questionnaire was designed in a way that helped the researcher get information on downsizing, job transfer and out sourcing as advised by Groves et al., (2009). Survey methodology is both a scientific field and a profession, meaning that some professionals in the field focus on survey errors empirically and others design surveys to reduce them

(Babbie, 2013). The researcher used the questionnaire to explore issues on downsizing, job transfer, out sourcing and employee performance. The questionnaire was administered to top level, middle level and lower level staff.

3.5.2 Interviews

Interview method is a very common method of collecting data that involves a person-to-person interaction between two or more people with a specific purpose (Kumar, 2005). The researcher plans to design open ended that were directly read to the interviewee in an attempt to obtain responses about the study. Interviews describe the life events and experiences of the respondents with respect to analysis of the significance of the portrayed phenomena (Kothari, 2004). Interviews are basically the correct technique to use when exploring sensitive topics, to create conducive environment for respondent to take part.

The method was used as it ensuring the probing of more information, clarification and capturing facial expression of the interviewees (Ragin, 2007). In addition, the interviews method was it ensures probing for more information, clarification and capturing facial expression of the interviewees (Somekh & Lewin, 2005). The researcher used the interviews to explore issues on downsizing, job transfer, out sourcing and employee performance. The researcher interviewed 04 top level, 06 middle level and 06 lower level staffs.

3.5.3 Document review

Somekh and Lewin (2005) define documentary review as a way of searching for information from a secondary source of information. This method helped the researcher to come up with a list of secondary sources of data or information about the study. Among the sources reviewed were publications, magazines, newspapers, NSSF Restructuring Reports, the NSSF Act, Constitution of the Republic of Uganda and other sources of published information were reviewed by the researcher. Furthermore, Ragin (2011) stresses that secondary data can be

helpful in the research design of subsequent primary research and can provide a baseline with which the collected primary data results can be compared to other methods.

3.6 Data collection instruments

Data collection instruments refer to instruments that are used to gather information for a given study. For this study data collection instruments employed included questionnaires, interview guide and documentary review checklist as discussed below:

3.6.1 Questionnaire

A questionnaire is a reformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives (Kothari, 2004). The questionnaire was used on the basis that the variables under study cannot be observed, for instance, respondents' views, opinions, perceptions and feelings. The questionnaire was equally used because the information was collected from a large sample in a short period of time and the respondents could read and write (Amin, 2005).

The instrument was used to draw information regarding the study because the study was virtually descriptive and an easy method of data collection. The questionnaire was administered to only lower level staff. A copy of the questionnaire is appended in the list of appendices labeled (Appendix I).

3.6.2 Interview guide

The researcher also conducted interviews. An interview is a dialogue between an interviewer and interviewee. It is an organized conversation aimed at gathering data about a particular topic (Jonker & Pennick, 2010). The interview guide was used because it consists of key questions to clarify whether interviewees comprehend the aspects under study and at the same time gives insights that interviewer would not obtain from questionnaires or

documentary reviews (Ragin, 2007). The respondents identified for the interviews included top level and middle level staffs. A copy of the interview guide is appended in the list of appendices labeled (Appendix II).

3.6.3 Document review check list

Amin (2005) notes a documentary review checklist lists the documents that the researcher reviewed. The documentary review list was used for purposes of reviewing documentary data. Documentary data was obtained through the use of published and unpublished documents. In addition, Groves et al (2009) argue that documents can be helpful in the research design of subsequent primary research and can provide a baseline with which the collected primary data results can be compared to other methods. Among documents reviewed included publications, magazines, newspapers, NSSF reports, the NSSF Act, Constitution of the Republic of Uganda. A copy of the documentary review checklist is appended in the list of appendices (Appendix III).

3.7 Validity and reliability

Data quality control techniques ensured were used ensure to ensure that data collected was valid and reliable however the instruments were first tested to ensure validity and reliability. The details of how the two techniques were used is provided in the sub sections below.

3.7.1 Validity

Validity refers to the truthfulness of findings or the extent to which the instrument is relevant in measuring what it is supposed to measure (Babbie, 2013). The validity of the instrument quantitatively was established using the Content Validity Index (CVI). To establish validity qualitatively, the instruments were given to three experts to evaluate the relevance of each

item in the instrument to the objectives and rate each item on the scale of relevant and irrelevant. The content validity index (CVI) was computed using the formula below:

$CVI = K/N \times 100$ where K is the number of relevant items, N is the total number of items

Table 3.2: Validity test results

Variables	Items rated relevant	Items rated irrelevant	Validity score
Expert one	32/40	8	0.80
Expert two	29/40	11	0.72
Expert three	34/40	6	0.85

Source: Primary data

Table 3.2 above shows validity results which suggests that all study variables had validity results above the standard value of .70 (70%) which reflects valid instruments as supported by Kathuri & Pal (1993) who argued that items with validity coefficients of at least 0.70 were acceptable as valid.

3.7.2 Reliability

Reliability can be defined as the degree to which the measured research tool can yield similar results after recurring trials under similar conditions (Mugenda & Mugenda, 2003). To realize reliability, a pilot test of the questionnaire was done using respondents and final computation was done using the cronbach's alpha reliability coefficient test (Creswell, 2003). The results are presented in Table 3.3 below.

Table 3.3: Reliability test results

Variables	Test results	Number of items
Down sizing	.804	7
Job transfer	.788	9
Outsourcing	.762	8
Employee performance	.764	8

Source: primary day

Table 3.3 shows reliability results obtained for the study being beyond the value of 0.7 and above which suggests that the instruments were regarded reliable as recommended by Amin (2005) who argues that in psychometric tests when results fall within the range of 0.7 above, the test is regarded reliable (Amin, 2005).

3.8 Data collection procedure

After proposal defense, the researcher underwent proper channels and obtained an introductory letter from the School of Management Science, Uganda Management Institute (UMI) which she used for purposes of introduction to NSSF staff before the participants when collecting data from the field. The researcher ensured confidentiality of the survey sheet since the identities are not important. Participants were given time to respond and after, the researcher trained a research assistant and closely engaged him in the administration of the questionnaires. On the other hand, she was solely responsible for conducting all interviews. The exercise took one month and thereafter collected data was used to write the report.

3.9 Data analysis

For this study, both qualitative and quantitative methods of data analysis were used as indicated below.

3.9.1 Quantitative data analysis

Questionnaires were collected, sorted, coded and entered in the Statistical Package for Social Sciences (SPSS) easy data entry. The entered data was checked for errors, inconsistency and completeness and method. The choice for SPSS is that its faster and easier basic function access, it has a wider variety of graphs and charts and it is easier to find statistical tests (Jonker & Pennick, 2010). The obtained data set was then used to run descriptive and inferential statistics. Descriptive statistics were then derived from the data set in terms of frequency counts and percentages while inferential statistics were run majorly the Pearson

correlation and regression techniques where the former was used to determine the direction and strength of relationship of variables in the study and the latter was used to determine the variance level that the independent variable had on the dependent variable. All results obtained were presented using tables and figures.

3.9.2 Qualitative data analysis

To grasp the meaning of all qualitative data produced by the interviews and document analysis, explanation building through content analysis as an interpretive technique was adopted. The case content analysis is informed by reasoning the inference of content textual data holding on to naturalistic patterns. These are; direct content analysis, conventional and summative content analysis (Earl-Babbie, 2013). The study took on a summative content analysis whose basis was to understand why certain issues are held. Summative content analysis describes studied keywords to construct meaning to the themes being studied in a broader context. All primary data was thus structured through formation of categories and examining the theories fully to understand the variables of the study (Creswell, 2003). It is through this perspective that meaningful concepts and themes informed by the research questions were extracted to generate credibility to raw data to meaningful processed data and draw conclusion.

3.10 Measurement of variables

Two measurement namely ordinal and nominal scales were used to measure the variables. The former (ordinal scale) is that each point on the scale carries a numerical score which is used to measure the respondents' attitude and it is the most frequently used summated scale in the study of social attitude, it was used on restructuring and employee performance since both variables were measured on a five point Likert type scale (1- strongly disagree, 2- Disagree, 3-Not sure, 4- Agree and 5-Strongly agree). Amin (2005) argues that the Likert

scale is able to measure perception, attitudes, values and behaviours of individuals towards a given phenomenon. The latter (nominal scale) was used to measure respondents' bio-data for instance their age and gender among others.

3.11 Ethical considerations

There are several reasons why it is important to adhere to ethical norms in research. First, norms promote the aims of research, such as knowledge, truth, and avoidance of error. For example, prohibitions against fabricating, falsifying, or misrepresenting research data promote the truth and avoid error. Second, since research often involves a great deal of cooperation and coordination among many different people in different disciplines and institutions, ethical standards promote the values that are essential to collaborative work, such as trust, accountability, mutual respect, and fairness (Groves et al, 2009). In order to promote ethics in the study, respondent's names were withheld to ensure anonymity and confidentiality in terms of any future prospects. In order to avoid bias, the researcher interviewed respondents one after the other and ensured that she informed them about the nature and extent of her study and on the other hand she gave them reasons as to why she was interviewing them.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

Chapter four presents the findings, analysis and interpretations of the study. The findings are presented according to the objectives of the study. The study once more focused on examining the relationship between restructuring and employee performance in National Social Security Fund and premised on the objectives which included to examine the relationship between downsizing and employee performance in NSSF; to establish the influence of job transfers on employee performance in NSSF; and to assess the relationship between outsourcing and employee performance in NSSF. The chapter starts with a response rate, findings on restructuring and employee performance in terms of descriptive statistics, information from interviews and information from documents.

4.2 Response rate

The study used both questionnaires and interviews to obtain information from the study. From the Table 4.1 provided below, it is observed that out of 113 questionnaires administered, 105 were returned fully completed constituting 93% response rate and out of 28 planned interviews, 18 were conducted which constituted 72% response rate.

Table 4.1: Response rate

Instrument used	Frequency (n)		Percentage (%)
	distributed	returned	
Questionnaires	113	105	93%
Interviews	28	18	64.3%
Total	141	123	78.6%

Source: primary data (2016)

The results as presented in Table 4.1 reveal that a total number of 113 questionnaires were distributed but 105 were returned fully completed hence 93% response rate obtained. In

addition, 28 interviewees were to be interviewed however only 18 were interviewed leading to a 64.3% response rate. The overall response rate of 78.6% was obtained where according to Amin (2005) a response rate over 50% is a fair representative of a survey population.

4.2 Social demographic data of respondents

This section gives a description of respondents' social background data specifically their category, gender, age, marital status and level of education. The results are numerically presented in tabular form containing frequencies and percentages as indicated below.

4.2.1 Respondents by job category

The respondents in this study fell in certain job categories. The categories and their respective quantified responses that were obtained are presented in Table 4.2

Table 4.2: Distribution of respondents by job category

Job category of respondents	Frequency	Percent
Strategic level staff	10	9.52%
Middle level staff	15	14.8%
Lower level staff	80	76.1%
Total	105	100.0

Source: Primary data (2016)

Table 4.2 above shows a summary of respondents who participated in the study based on their job category. Quantified findings obtained included 76.1% (80) majority respondents were lower level staff while 14.8% (15) were middle level staff and 9.52% were strategic level staff. The results suggest a representation of staff in terms of job category in NSSF who contribute to the accomplishment of its core objectives through executing assigned duties and responsibilities thus employee performance.

4.2.2 Respondents by gender

Respondents who participated in this study were categorized based on their gender. Table 4.3 provided below gives the summary of quantified findings that were obtained after obtaining data from the field of study.

Table 4.3: Respondents by gender

Gender	Frequency	Percent
Female	41	40%
Male	64	60%
Total	105	100.0%

Source: Primary data (2016)

Table 4.3 above shows respondents by gender with results presented showing that male respondents 60% (64) were the dominant and the female respondents were 40% (41). The findings suggest a reasonable representation of gender who perform their roles in order to realize NSSF objectives hence employee performance. Lastly, both sexes form the respondents who provided factual information for the study.

4.2.3 Respondents by age

Participants in this study fell under varying age categorizes with results obtained from the field data presented in Table 4.4 below. This was done to establish whether age was instrumental in realizing better employee performance at NSSF.

Table 4.4: Respondents by age category

Age category	Frequency	Percent
20 years and below	11	10%
21 - 30 years	19	20%
31 - 40 years	64	60%
Above 40 years	11	10%
Total	105	100.0%

Source: Primary data (2016)

Table 4.4 above reveals that the majority of the respondents 60% (64) fell between 31 -40 years, 20% (19) represents respondents who fell were between 21-30 years of age while 10% (11) represents age categories above 40 years and that of 20 years and below which explains the representation of all respondents considered for the study in term of their age categories at NSSF. Additionally, it can be noted that such age categories of employees are expected to perform to their expectations hence employee performance. Lastly, the above age category was provided valuable information for the study.

4.2.4 Respondents by level of education

The study set out to establish whether respondents' levels of education has a bearing on employee performance. This was done by collecting field data and the results after analysis are provided in Table 4.5 below.

Table 4.5: Respondents by level of education

Level of education	Frequency	Percent
Masters	30	28.6%
Degree	62	59.0%
Diploma	9	8.6%
Certificate	4	3.8%
Total	105	100.0%

Source: Primary data (2016)

Table 4.5 above provides a summary of respondent's level of education. Results reveal that majority of respondents were degree holders with 59% (62), masters holders scored 28.6% (30) while 8.6% (9) were diploma holders and 3.8% (4) were certificate holders. The results suggest that a larger proportion of respondents who participated in the study were literate hence had the ability to understand issues about restricting and employee performance at NSSF therefore providing factual information that was required for the study.

4.3 Employee performance at National Social Security Fund

Employee performance in this study was the dependent variable and was therefore measured in terms of timely accomplishment of tasks, quality of work produced and quantity of work done from which six questions were asked and responses or opinions were provided by the respondents. The results are presented in Table 4.6 below.

Table 4.6: NSSF Employee opinions about employee performance

Items on Employee performance	Descriptive responses on employee performance				
	SD (1)	D (2)	NS (3)	A (4)	SA (5)
I know when to start a task and end it as required by my organization	4.7% (5)	14.2% (15)	0% (0)	38% (40)	42.8% (45)
There is lack of clear guidance from supervisors on how to accomplish assigned tasks	17% (18)	20.9% (22)	0% (0)	26.6% (28)	35.2% (37)
The necessary resources for doing work are available	5.7% (6)	3.8% (4)	1.9% (2)	17.1% (18)	71.4% (75)
It is difficult to measure assigned tasks as assigned to me by NSSF	40.9% (43)	16.1% (17)	4.7% (5)	19% (20)	23.8% (25)
I am efficient in whatever I do which produces quality work	10.4% (11)	20% (21)	2.8% (3)	48.5% (51)	19% (20)
Quality of work done is part of my daily schedule and tasks	18.9% (20)	0% (0)	0% (0)	38% (40)	42.8% (45)

Source: Primary data (2016)

When respondents were asked whether they knew when to start and end a task as required by my organization, 4.7% respondents strongly disagreed, 14.2% respondents disagreed, 38% respondents agreed and 42.8% respondents strongly agreed. The result suggests that NSSF employees valued time as a resource while performing their roles which explains improved employee performance in terms of timely accomplishment of tasks, quality of work produced and quantity of work done. The statement is a reflection of what one of risk department employee said about when to start and end a task that:

NSSF requires that all its employees adhere to the prevailing terms and conditions which are clearly stipulated in their appointment letters.

The terms and conditions include working hours where staff are required to perform their routine work and accomplish most of their assigned tasks.

Furthermore, NSSF staff were asked to indicate whether there was lack of clear guidance from supervisors on how to accomplish assigned tasks, 17.1% respondents strongly disagreed, 20.9% respondents disagreed, 26.6% agreed and 35.2% strongly agreed which suggests that some NSSF employees were not well acquitted certain tasks and therefore needed more support from their supervisors. From a positive note, its implication would be that intervention of supervisors would positively motivate NSSF employees to work harder and failure in one way would negatively affect their performance.

“The issue of some supervisors not supporting their subordinates in terms of guidance may hinder work progress at the fund and therefore such supervisors should provide an extended hand to that effect”. To further argue, extended support as provided by supervisors is critical for subordinates in accomplishing assigned tasks. The guidance drives their morale to even perform extra.

When asked about whether there are necessary resources for doing work, respondents indicated the following 5.7% respondents strongly disagreed, 3.8% respondents disagreed, 1.9% respondents neutral, 17.1% respondents agreed and 71.4% respondents strongly agreed. The result suggests the availability of required materials for instance ICT equipment, printing papers and other office material that aid performance of routine work at NSSF hence drives staff to work seen as employee performance.

Linked to the above, respondents provided their opinions about whether it was difficult to measure assigned tasks as assigned to me by NSSF. Answers provided included 40.9% respondents who strongly disagreed, 16.1% respondents disagreed, 4.7% respondents were neutral, 19% respondents agreed and 25% respondents strongly agreed. The quantified results

presented suggest that NSSF has performance indicators portraying tasks that have been accomplished hence employee performance. To support the findings was a legal department officer interviewed who observed that:

NSSF has in place an effective performance appraisal system that is used to equally measure employee performance output (planned) against actual output (activities) realized. The exercise critically focuses on performance rating as agreed between a subordinate and supervisor as well as how employees have fared

Conclusively, 10.4% respondents strongly disagreed, 20% respondents disagreed, 2.8% respondents were not sure, 48.5% agreed and 19% strongly agreed to the question asked whether NSSF employees were am efficient in whatever they did which produced quality work. Similarly, 4.7% respondents strongly disagreed, 14.2% respondents disagreed, 32% agreed and 42.8% strongly agreed that quality of work done was part of employee daily schedule and tasks. The results suggest that NSSF employees are required to use minimal resources to realize more output within a confined time bracket hence employee performance. The stated findings are in line with what an employee interviewed from the internal audit department commented:

On the routine, NSSF registers new members, collects their contributions, judiciously invests the Funds and pays benefits due to members. These routine activities are handled by a team of high calibre staff and the fund facilitates them to expedite the NSSF mission in a professional and customer friendly manner

4.4 Down-sizing and employee performance at National Social Security Fund

This objective was discussed based on seven questions which are statistically tabulated and presented in the table below with the frequencies and percentages according to the responses collected. The variables were later rated on 5 Likert scale as shown below in the table.

Table 4.6: NSSF opinions about downsizing

Items on downsizing	Descriptive responses on downsizing				
	SD (1)	D (2)	NS (3)	A (4)	SA (5)
The NSSF downsizes workers from time to time	43% (45)	23% (25)	7% (7)	20% (21)	7% (7)
The downsizing is done by HR managers management	18% (19)	20% (21)	0% (0)	29% (30)	33% (35)
Downsizing have had a positive effect on employee well being	11% (12)	13% (14)	2% (3)	39% (41)	33% (35)
Retrenchment has been part of the downsizing process	13% (14)	23% (24)	11% (12)	14% (15)	38% (40)
The downsizing programme has not led to conflicts between departments	44% (45)	24% (25)	6% (7)	13% (15)	34% (35)
Reorganization has been done to make all departments efficient	18% (19)	20% (21)	0% (0)	29% (30)	33% (35)
Downsizing calls for job redesigning	44% (45)	24% (25)	6% (7)	20% (21)	6% (7)

Source: Primary data (2016)

Question one was asked to find out whether NSSF downsized workers from time to time which attracted the following scores namely 42.8% respondents strongly disagreed, 23.8% respondents disagreed, while 6.6% respondents were neutral, 20% respondents agreed and 6.6% respondents strongly agreed. The result reflects the fact that downsizing is a one-time exercise that is carried out when NSSF management establishes the need for improved performance hence it is not a common phenomenon in the entity.

The issue of downsizing is long term that can be embedded in a strategic plan which is a five year plan for the case of NSSF. This HR or administrative related is not always conducted therefore it is when issues pertaining reduced efficiency and effectiveness that can cause the NSSF leadership to sanction for such else, it is long term.

Furthermore the respondents were asked whether the downsizing exercise is done by human resource managers according to the law in consultation with top management, 18% strongly disagreed, 20% disagreed, 00% were neutral, 28.5% agreed and 33.3% strongly agreed, which meant that the downsizing exercise is done based on certain steps or guidelines in

relation with laws provided by the top management which revealed that when downsizing happens it is always done according to the law, downsizing is not something usual that can be done without guidelines hence improved employee performance.

The respondents were asked whether downsizing had a positive effect on employee wellbeing, 11.4% strongly disagreed, 13.3% disagreed, 2.8% were neutral, 39% agreed and 39% strongly agreed. This implied that downsizing or resizing to a number of productive or result orientated employees that are purely focused on ensuring better performance. To further comment on the findings, one official said,

The NSSF employees who have survived downsizing and still have their jobs should count themselves lucky and be in position, to additionally execute any assigned responsibilities, taken over from those who have left, and in many cases have been asked to do more with fewer resources

Additionally, 14.2% respondents agreed and 33.3 % respondents strongly agreed that retrenchment has been part of the downsizing process, while 13.3% respondents strongly disagreed, 22.8% respondents disagreed and 11.4% respondents were neutral. The results revealed that retrenchment and downsizing are identical since the trend followed in implementing the activity is the same hence enhanced performance.

Furthermore the respondents were asked whether, the downsizing programme has not led to conflicts between departments, 42.8% respondents strongly disagreed, 23.8% respondents disagreed, 6.6% respondents were neutral, 20% respondents agreed and 6.6% respondents strongly agreed. The HR activity of downsizing had generated more conflict than harmony which negatively affected the morale and drive of employees expected to perform their duties and responsibilities hence a reduction in employees' performance. In relation to the above a respondent noted that:

Downsizing may cause a serious rift between top management and the affected employees. In the period of downsizing the employees normally do not want to work normally hence a situation that affects

employee morale and eventually performance.

Conclusively, respondents were asked whether reorganization has been done to make all departments active and efficient, 18% strongly disagreed, 20% disagreed, 00% were neutral, 28.5% agreed and 33.3% strongly agreed. In addition, 44% (45) respondents strongly agreed, 24% (25) agreed that downsizing calls for job redesigning however, 6% (7) respondents were not sure and 20% disagreed and 6% (7) strongly disagreed. The results suggest that whenever downsizing is conducted, it cuts across all levels and departments of NSSF and it's intended to perform their duties and responsibilities and better employee performance. When the researcher went on ground to verify the above response, he was told by a key informant that "*NSSF now days emphasizes results and all managers are instructed to ensure that the employees deliver the results*". This implied that the challenge is how to get the results and quality service delivery to the funds' key beneficiaries.

4.4.1 Correlation results for downsizing and employee performance

The correlation analysis was used to measure the strength of the association, in addition to measuring the degree of relationship between two variables namely X (downsizing) and Y (employee performance). Results that were obtained are presented below.

Table 4.7: Correlation results for downsizing and employee performance

	Down sizing	Employee performance
Downsizing Pearson Correlation	1	.563**
Sig. (2-tailed)		.000
N	105	105
Employee performance Pearson Correlation	.563**	1
Sig. (2-tailed)	.000	
N	105	105

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

The results show a correlation coefficient of .563** at a 0.01 significance level (0.000) which revealed that downsizing positively related with employee performance in NSSF meaning that retrenchment and organizing the structure of NSSF would improve employee performance.

4.4.2 Regression results for downsizing and employee performance

The regression analysis for downsizing and employee performance was run and the results from the analysis are presented in Table 4.9 below

Table 4.8: Regression results for downsizing

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.563	.317	.310	1.00665

Predictors: (Constant), downsizing

Table 4.9 provides the R value of .563, R² value of .317, adjusted R square of .310 and standard error of the estimate is 1.00665. The R value of .317 revealed that a 31.7% variation in employee performance was explained by downsizing; in other words employee performance is dependent on downsizing by 31.7%.

Hypothesis testing: The hypothesis (H1) was verified using the Pearson correlation coefficient and the results suggested a significant relationship existed between downsizing

and employee performance in public entities in Uganda hence the alternate accepted (H1) and the null (H0) rejected.

In conclusion, both the qualitative and the quantitative data that was collected agree. The qualitative and quantitative data that was collected on objectives two that sought to establish the relationship between downsizing and employee performance in NSSF is directly in agreement.

4.5 Job transfer and employee performance at National Social Security Fund

This objective was discussed based seven questions which are statistically tabulated and presented in the table below with the frequencies and percentages according to the responses collected based on a five item Likert scale as shown below in the table.

Table 4.10: NSSF staff opinion about job transfer

Items on job transfer	Descriptive responses on downsizing				
	SD (1)	D (2)	NS (3)	A (4)	SA (5)
It is common for me to be transferred from one department to another to foster efficiency within the departments	95% (98)	3% (4)	2% (3)	0% (0)	0% (0)
Transfers have had a negative effect on my employee performance	40% (42)	16% (17)	4% (5)	19% (20)	20% (21)
My transfers are organized abruptly with little or no notice	95% (98)	0% (0)	5% (7)	0% (0)	0% (0)
I work under pressure when am transferred	17% (18)	21% (22)	0% (0)	27% (28)	35% (37)
Workers prefer internal job transfers	41% (43)	16% (17)	4% (5)	19% (20)	24% (25)
Workers prefer external job transfers	17% (18)	21% (22)	0% (0)	27% (28)	35% (37)
Transfers are done on the advice of management	43% (45)	16% (17)	0% (0)	21% (22)	20% (21)

Source: Primary data (2016)

When the respondents were asked whether it is common for them to be transferred from one department to another to foster efficiency within the departments, 93% (98) respondents strongly disagreed while 3% respondents (4) disagreed and 2.0% respondents were not sure. The results revealed that transferring of staff from one department to another was not routine

and therefore made some staff's work monotonous which negatively affected their efficiency and effectiveness and hence general performance. To further complement on the findings, one respondent said,

Transfers are not a common thing except in fewer of our department for instance customer care else transferring an accountant to ICT department would be disaster given their area of specialization. This would mean comprising quality and service delivery not forgetting employee performance for this matter.

The respondents were asked to indicate whether transfers had a negative effect on employee performance. Results obtained included 40.9% respondents who strongly disagreed, 16.1% respondents disagreed, 4.7% respondents were not sure, however, 19.0% respondents agreed and 23.8% respondents strongly agreed which meant that transfers would create new learning experiences and exposure in terms of work execution and hence improve employee performance else sometimes failure to transfer staff to other respective department would negatively affect their performance. *"It is important to note that constant job transfers among workers tend to affect the delivery of results given the varying employee skills that are possessed"* said an interviewee.

Basing on the findings that were obtained, many respondents 93% strongly disagreed noted that transfers were not abrupt and 5% (6) respondents were neutral. Furthermore the respondents were asked whether they work under pressure when transferred, 17% (18) respondents strongly disagreed, 21% (22) respondents disagreed, none of the respondents were not sure while 27% (28) respondents agreed and 35% (37) respondents strongly agreed. The result explained that NSSF management formally communicated with its staff regarding job transfers which kept them in the know. The formal communication creates a sense of belonging and drives employees to work better.

The respondents were asked whether workers prefer internal job transfers, 41% (43) respondents strongly disagreed, 16% (17) respondents disagreed, while 4% (5) respondents were not sure, 19% (20) respondents agreed and 24% (25) respondents strongly agreed. Furthermore, 17% (18) respondents strongly disagreed, 21% (22) respondents disagreed, 0% (0) respondents were neutral, on the other hand, 27% (28) respondents agreed and 35% (37) respondents strongly agreed when asked whether workers preferred external job transfers. The result meant that some employees identified for transfers had fear of the unknown where they did not know their fate and therefore worked under pressure which affected their overall performance hence improved employee performance. *“The situation is always tense with most of us not knowing our fates. This puts us under enormous pressure to deliver results and compromises performance. This is not good for the fund”* said an NSSF official

Conclusively, 43% (45) respondents, 16% (17) respondents disagreed that transfers were done on the advice of management however, none were not sure and 21% (22) respondents agreed and 20% (21) strongly agreed. The NSSF staff did not still believe that job transfer was an issue sanctioned by NSSF management which negatively affect their drive to perform even much better. This negatively affect employee overall performance.

4.5.1 Correlation results for job transfers and employee performance in NSSF

The correlation analysis was used to measure the strength of the association, in addition to measuring the degree of relationship between two variables namely X (job transfer) and Y (employee performance). Results that were obtained are presented below.

Table 4.11: Correlation results for job transfers and employee performance

	Job transfer	Employee performance
Job transfers	1	.358**
Pearson Correlation		
Sig. (2-tailed)		.000
N	105	105
Employee performance	.358**	1
Pearson Correlation		
Sig. (2-tailed)	.000	
N	105	105

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

The results show that the correlation coefficient is 0.358** was significant at 0.01 which revealed that job transfer had a significant positive relationship with employee performance in NSSF.

4.5.2 Regression results for job transfer and employee performance

The regression analysis for job transfer and employee performance was run and the results obtained from the analysis are presented in Table 4.12 below

Table 4.12: Regression results for Job transfer

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.358	.128	.119	1.13744

Predictors: (Constant), Job transfer

Table 4.12 provides the R value of .358, R² value of .128, adjusted R square of .119 and standard error of the estimate is 1.13744. The R value of .128 revealed that a 12.8% variation in employee performance was explained by job transfer; in other words employee performance is dependent on downsizing by 12.8%.

Hypothesis two: The hypothesis (H₁) was verified using the Pearson correlation coefficient and the results of the hypothesis suggests that job transfers was significantly related with

employee performance in public entities in Uganda hence alternate hypothesis (H1) was accepted and the null hypothesis (H0) rejected

In conclusion, both the qualitative and the quantitative data that was collected agree. The qualitative and quantitative data that was collected on objectives two that sought to establish the relationship between job transfer and employee performance in NSSF is directly in agreement.

4.6 Outsourcing and employee transfer at National Social Security Fund

This objective assessed the relationship between outsourcing and employee performance in NSSF. Outsourcing was discussed based on seven questions which are statistically tabulated using frequencies and percentages and presented as reflected below.

Table 4.13: Opinions of NSSF staff on outsourcing

Items on outsourcing	SD (1)	D (2)	NS (3)	A (4)	SA (5)
Some of the services in our company are out sourced	18% (19)	20% (21)	0% (0)	29% (30)	34% (35)
Out sourcing has helped to reduce the work load in some departments	41% (43)	14.3% (15)	4.7% (5)	19% (20)	21% (22)
Out sourcing has been expensive on the side of management	38% (40)	21% (22)	0% (0)	20% (21)	21% (22)
Out sourcing has stimulated efficiency and effectiveness	1% (2)	4% (5)	0% (0)	7% (8)	86% (90)
Out sourcing saves time	3% (4)	20% (21)	0% (0)	43% (45)	33% (35)
Out sourcing makes a difference in terms of quantity	18% (19)	20% (21)	0% (0)	29% (30)	33% (35)
Out sourcing reduces supervision costs	37% (39)	15% (16)	4% (5)	19% (20)	24% (25)

Source: Primary Data (2016) N=105

Table 4.13 reveals that 29% (30) respondents agreed and 34% (35) strongly agreed that some of the service in NSSF are outsourced while 18% (19) responds strongly disagreed, 20% (21) respondents disagreed and none or 0% respondents were not sure. The responses reflected that fact that NSSF focused on its core businesses and outsourced some of its services for instance

cleaning, security and catering to external vendors other than completing them internally which enhanced employee transfer. In a related interview, one interviewee said

The issue of outsourcing has helped the pensioners' fund to tightly concentrate on its core businesses and leave other less productive areas to other vendors to execute. This has seen an improvement in the way the company conducts business as well as employee productivity

Based on the survey findings, respondents were asked whether outsourcing had helped to reduce the work load in some departments at NSSF. Opinions included 41% (43) respondents strongly disagreed, 14.3% (15) respondents disagreed, 4.7% (5) respondents were not sure while 19.0% (20) respondents agreed and 21% (22) respondents strongly agreed, which meant that despite efforts made by the NSSF leadership to reduce on non-productive activities through the practice of outsourcing, more of its staff still experience increased workloads which negatively affects their overall performance. To complement on the findings, one of the pension savers fund stressed that:

The presence of services outsourced to external vendors has seen our designated officers concentrate on core businesses or roles. This has made the realization or accomplishment of key set targets much by tasked officers easier. This is a sign of increased productivity on the side of NSSF and its overall staff

The respondents were asked whether outsourcing has been expensive on the side of management with results obtained namely 38% (40) respondents strongly disagreed, 21% (22) respondents disagreed, none of the respondents were not sure, 20% (21) respondents agreed and 21% (22) respondents strongly agreed. The results revealed that using vendors has a cost implication where firms involved in providing services are paid based on the terms and conditions that were agreed and signed. To further complement on the above findings, one official said: *“Transferring portions of non-productive work to outsiders or outsourcing is a cost-saving project that boosts specialization”*.

When the respondents were asked whether outsourcing has stimulated efficiency and effectiveness namely 86% (90) respondents strongly agree, 7% (8) respondents agree while 1% (2) strongly disagreed and 4% (5) disagreed. The results reflect the fact that NSSF is able to realize its targets done through performing their duties and roles both efficiently and effectively hence positive employee performance. To further support the findings, one interviewee stressed that: *“Outsourcing has resulted in the better delivery or provision of quality services which implies that outsourcing stimulates efficiency and effectiveness of NSSF employee responsibilities”*

Furthermore, respondents were asked whether outsourcing saved time with 3% (4) respondents strongly disagreed, 20% (21) respondents disagreed, none of the respondents, 43% (45) respondents agreed and 33% (35) respondents strongly agreed. More still, 18% (19) respondents strongly disagreed, 20% (21) respondents disagreed, none respondents were sure, 29% (30) respondents agreed and 33% (35) respondents strongly agreed which that outsourcing has made NSSF concentrate on its core business that is the fund has focused entirely on providing services to its key beneficiaries hence its staff have focused on customer eccentric. In addition, NSSF has seen an increment in the quantity of services hence employee performance.

Conclusively, many respondents 39% (39) disagreed and 15% (16) respondents disagreed that outsourcing reduced supervision costs while 4% (5) respondents were not sure, 19% (20) respondents agreed and 24% (25) strongly agreed that outsourcing reduced supervision costs. The result suggests that despite efforts made by NSSF to ensure quality service delivery to its clients through ensuring that non-productive tasks are handled by external vendors, and its employees are focused on its business values, the fund still encounters a rise in supervision cost which explains employer performance gaps.

4.6.1 Correlation between outsourcing and employee performance

The correlation analysis was used to measure the strength of the association, in addition to measuring the degree of relationship between two variables namely X (outsourcing) and Y (employee performance). Results that were obtained are presented below.

Table 4.14: Correlation results for outsourcing and employee performance in NSSF

	Outsourcing	Employee performance
Outsourcing Pearson Correlation	1	.543**
Sig. (2-tailed)		.000
N	105	105
Employee performance Pearson Correlation	.543**	1
Sig. (2-tailed)	.000	
N	105	105

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

The results show a correlation coefficient score of .543**, significant at 0.01, .000 which suggests that outsourcing is positively related to employee performance in NSSF. The results therefore reveal that contracting out non-productive activities and ensuring close supervision of employees would better employee performance at NSSF.

4.6.2 Regression results outsourcing and employee performance

The regression analysis for outsourcing and employee performance was run and the results from the analysis are below in Table 4.15

Table 4.15: Regression results outsourcing

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.543	.295	.288	1.02276

Predictors: (Constant), outsourcing

Table 4.15 provides the R score as .543, R² value as .295, adjusted r square as .288 and standard error of the estimate 1.02276. The R value is .295 reveals that outsourcing

explained up to 29.5% variations in employee performance in other words employee performance is dependent on out sourcing by 29.5%.

Hypothesis three: The hypothesis (H1) was verified using the Pearson correlation coefficient and the results of the hypothesis suggests that there is a significant relationship between out sourcing and employee performance in public entities in Uganda hence alternate hypothesis (H1) was accepted and the null hypothesis (H0) rejected

In conclusion, both the qualitative and the quantitative data that was collected agree. The qualitative and quantitative data that was collected on objectives three that sought to assess the relationship between out sourcing and employee performance in NSSF is directly in agreement.

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the discussion of the findings, conclusions, recommendations and areas for further research. Based on three objectives namely to examine the relationship between downsizing and employee performance in NSSF; to establish the relationship between job transfers on employee performance in NSSF and to assess the relationship between out sourcing and employee performance in NSSF.

5.2 Summary of major findings

This section in the study provides a summary of major findings linked to downsizing influences employee performance in NSSF, furthermore results indicated that job transfer influences employee performance in NSSF and lastly out sourcing and employee performance in NSFF are positively significantly related.

5.2.1 Downsizing and employee performance at National Social Security Fund

Earlier inferential results revealed a positive relationship (0.563**) between downsizing and employee performance at NSSF and therefore the alternative hypothesis (H1) was upheld. In addition, it was found out that downsizing explained a 31.7% variance in employee performance.

5.2.2 Job transfer and employee performance at National Social Security Fund

Based on the second objective and research question, it was established that a positive relationship existed between job transfers and employee performance at NSSF presented by a 0.358** correlation score. Secondly, the coefficient of determination (R square) value of 12.8 suggests a 12.8% percentage that job transfers explained in employee performance at NSSF.

5.2.3 Out sourcing and employee performance at National Social Security Fund

Based on the inferential statistics obtained earlier of .543**, it is summarized that out sourcing was positively related to employee performance at NSSF. In addition, the alternative hypothesis three earlier postulated was upheld. Lastly, the coefficient of determination (R square) value was of 29.5 suggests a 29.5% variance that out sourcing explained in employee performance at NSSF.

5.3 Discussion of the findings

This subsection looks at the discussion of the findings which are discussed according to the respective research objectives as earlier presented in chapter one. Based on three objectives namely to examine the relationship between downsizing and employee performance in NSSF; to establish the relationship between job transfers on employee performance in NSSF and to assess the relationship between out sourcing and employee performance in NSSF.

5.3.1 Downsizing and employee performance at National Social Security Fund

Findings revealed that there is a positive significant relationship between downsizing and employee performance in NSSF. It was observed that downsizing happens but it is always once in a while. It is not common to down size in NSSF at least in the last three years (2012-2015), it has not happened once. The findings are in line with Overby(2013) who notes that downsizing should be done with the major purpose of improving performance. Downsizing in NSSF is always done according to the law, downsizing is not something usual that can be done without guidelines. It indeed has to be in line with the laid down guidelines. The findings are in line with McIvor (2009) who notes that downsizing should be carefully done because it may negatively impact on employee morale most especially when they are no guidelines that have been followed in implementing it.

It was observed that downsizing has its own effects because those affected always have to

leave for home. Survival becomes hard and those who remain stay under fear that any time they may down size again. This is consistent with Ostroff (2002) who noted that downsizing renders work force redundant for some time in an organization. Some of the most commonly used actions are reducing costs, reorganizing and laying off employees. Among these, workforce reduction is a major and last resort.

In NSSF downsizing is part of a broader workforce strategy designed to align closely with the overall strategy of the business. Employment downsizing has become a fact of working life as companies struggle to cut costs and adapt to changing market demands. Downsizing has been widely accepted as an effective means to reorganize and to promote efficiency in both private and public organizations. Previously, downsizing was viewed as an indicator revealing the decline of a firm, now it was treated as a justifiable strategy (De-Meuse & Kenneth, 2011).

Findings revealed that NSSF downsizes to maintain competitive advantages and upgrade technology levels, not necessarily because of organizational decline. In addition, globalization and merger/acquisition to reach an optimal economy of scale could also lead to the actions of downsizing (Kalleberg, 2013). This is also in line with Overby (2013) who noted that downsizing increases the competitive advantage of the firm.

Findings further revealed that downsizing is the action taken by NSSF to strategically reduce redundant workforce, improve the quality of human capital and eventually maintain and increase their competitive advantages. Abowd (2010) in his study on downsizing carried out in USA, he refers to downsizing, as job cuts when operating at or above capacity, appears to hurt sales per employee. In the context of this proposed study, it is clearer why downsizing may hurt performance, because it is difficult to cut without doing damage to organizational capabilities when there is no slack to cut. In most cases, labor costs per employee move in the opposite direction from changes in sales per employee: When job cuts make sales per

employee rise, so do labor costs per employee, and when the former fall, so do the latter. This relationship may mitigate some of the gains from cutting employees as well as the losses and lead to an overall moderating effect in relations with performance outcomes.

To conclude surprisingly, downsizing adds value or enhances productivity. As a matter of fact, downsizing has proved good at boosting a firm's stock prices and even had a positive impact on the firm Downsizing has influenced employees economically, physically, socially and psychologically. It also had great impact on employees' families (Overby, 2013). The negative effects of downsizing can cause "survivor's syndrome", which could cause physical discomfort, gradually reduce creativity, increase fatigue and anger and lead to extreme avoidance of risks. The effects on their behavior included absenteeism and poorer personal relationships.

5.3.2 Job transfer and employee performance at National Social Security Fund

The respondents were asked a variety of questions and their responses indicated that there is a positive significant relationship between job transfer and employee performance. Job transfers are common from one department to another department, it is common for one to be moved from one department to another. However, his effectiveness may not be certain. This is in line with Overby (2013) who notes that job transfers can be done within or without.

It was observed that people are moved from one department to another and this may affect their effectiveness. One cannot refuse unless if she/he wants to be dismissed that is the penalty for refusal to take up the appointment. A transfer entails moving an employee from one work place/duty station to another work place/duty station. In a transfer, the employee gains new knowledge and skills by performing a different job that requires new skills and provides different responsibilities (Brockner, 2011; Birgit & Richter, 2012).

It was revealed that transfers have sometimes had a negative effect on employee performance, it is common for somebody to be moved to a place or branch where he/she is going to be redundant. Copying up with the new environment may take time. Brockner (2011) in his study on managing the effects of layoffs on survivors' layer as they are promoted up the organization chart posits that a transfer will not generally result in a higher salary, although it can. As managers look for ways to help employees continue to develop their skills, experience, and knowledge about the business, a transfer is an option to consider. A transfer to a different job at work is a sign that the organization cares about and will provide opportunities for the employee's development (Brockner, 2011; Birgit & Richter, 2012). The constant job transfers may be attributed to failure to deliver results; it is under such circumstances that management may be forced to transfer some one.

The employee affected in NSSF is always informed prior to the transfer and are not always taken by surprise. It is not the culture of the institution to take people by surprise. Cappeli (2012) in his study on examining managerial displacement in England posits that through a transfer the employee receives a new challenge, it is also a chance for the employee to expand his or her accomplishments, reach, impact, and potentially, influence different aspects of the workplace and organization. Transfer should not come as a surprise to the employees. Through a transfer the employee experiences a change of scene and work environment which challenges the employee to adapt and learn to manage change. In his recommendations, Cappeli (2012) notes that a transfer prepares a person for a promotion or broader organizational role, by expanding his or her skill set and responsibilities, and gain broader knowledge about the total organization.

It was observed that when one is transferred he or she is affected and so it does not matter whether he is internally transferred or externally what matters is it a transfer that is all. This is consistent with Haltiwanger (2012). A job change to achieve these same benefits might result

in the loss of needed and appreciated compensation and benefits (Davis & Haltiwanger, 2012). Davis and Haltiwanger (2012) further note that the word transfer may be used interchangeably with the term, lateral move, although a transfer can involve a promotion. As such, in the business world, though, the employer would likely call the move a promotion. Internal transfers tend to require consent from the current management.

Transfers in NSSF sometimes yield positive results and result into good performance. Dial and Kevin (2011) note that a transfer to a new department can offer an exciting challenge that reinvigorates a person. When an employer is considering transferring an employee, it is important that an employer shows good faith to its employees. The employer will need to ensure that the transfer is genuine and it follows the correct process when carrying out either the transfer. The change of environment where you have a new boss and co-workers in a different area of the company can create the need to prove yourself all over again, which can be an effective motivational tool.

Job transfers usually take place as a result of change management. De-Meuse and Kenneth (2011) in their study on announced layoffs: their effect on corporate financial performance posit that employers may need to make changes for a variety of reasons, such as improved technology, more productive business processes, product changes, loss of suppliers or markets and a decision to contract out or sell some or all of the business. The law requires employers to tell employees when they are considering changes that will affect jobs. Employees must have an opportunity to contribute to any decisions (De-Meuse & Kenneth, 2011).

5.2.3 Outsourcing and employee performance at National Social Security Fund

The respondents were asked many questions and their responses indicated that there is a positive significant relationship between outsourcing and employee performance in NSSF. Outsourcing is not common in NSSF and it's a once in a while issue. The term outsourcing

could be described, in the simplest form, as the process of contracting a business function to someone else. Or it denotes as the continuous procurement of services from a third party, making use of highly integrated processes, organization models and information systems. But it is most commonly defined as the transfer of activities and processes previously conducted internally to an external party (Overby, 2013).

It was revealed that outsourcing is becoming common in NSSF. The key factors which have led to a growing trend of outsourcing are lack of expert-labor in some portions of the business process (Kalleberg, 2013). Most times tasks are outsourced to vendors who specialize in a particular field. The outsourced contractors also have specific equipment and technical expertise, most of the times better than the ones at the outsourcing organization. It was also observed that with outsourcing, tasks can be completed faster and with better quality output. Outsourcing the supporting processes gives the organization more time to strengthen their core business process (Kalleberg, 2013).

It was observed that certain services in NSSF have been out sourced at a cheaper price. Outsourcing eludes the need to hire individuals in-house; hence recruitment and operational costs can be minimized to a great extent. This is one of the prime advantages of offshore outsourcing. When an organization outsources HR, Payroll and Recruitment services, it involves a risk if exposing confidential company information to a third-party (Cameron, 2012).

Findings revealed that a higher price for a service may force an institution to outsource certain services. This is in line with Iqbal and Shekar (2005) who notes in their study on layoffs, stock price, and financial condition of the firm carried out in Asia noted that in case one does not choose a right partner for contracting out, some of the common problem areas include stretched delivery time frames, sub-standard quality output and inappropriate categorization of responsibilities. At times it is easier to regulate these factors inside an

organization rather than with a contracted out business partner (Iqbal & Shekar, 2005). Although contracting out is the cost-effective at times, the hidden costs involved in signing a contract while signing a contract across international boundaries may pose a serious threat. An outsourced vendor may be catering to the expertise-needs of multiple organizations at a time. In such situations vendors may lack complete focus on the organization's tasks.

5.4 Conclusions

The study focused on examining the relationship between restructuring and employee performance. In addition, the study was designed to answer three research questions and therefore below are conclusions drawn for the study.

5.4.1 Downsizing and employee performance at National Social Security Fund

Findings revealed a positive relationship between downsizing and employee performance in NSSF with downsizing found to be a rare exercise in NSSF; it was observed that in the last five years it has happened only once. The minority of the respondents noted that it affects employee morale most especially when it has not been planned. However in NSSF to perform downsizing, NSSF need to adhere to the systematically laid formal guidelines.

5.4.2 Job transfer and employee performance at National Social Security Fund

The study revealed that job transfer has a positive relationship with employee performance where job transfers better employee performance for instance a transfer to a new department can offer an exciting challenge that reinvigorates a person. When considering job transfers, it is important that an employer shows good faith to its employee thus a transfer needs to be genuinely done through a correct process. It was also observed that some NSSF staff had been identified for internal promotion based on their skills which would help them gain broader knowledge about the organization.

5.4.3 Out sourcing and employee performance at National Social Security Fund

The findings revealed a positive significant relationship between out sourcing and employee performance much as out sourcing was not common in NSSF hence it is a once in a while issue. NSSF has procured services from a third party, making use of highly integrated processes, organization models and information systems. One of the biggest changes in the last few years has come from a growth in the online technologies that used to be out sourced. These new forms of communication make it possible to conduct work from anywhere around the globe. It was revealed that outsourcing is becoming common in NSSF as a result of fewer expert-labor in some areas of the business process. It was observed that outsourcing in NSSF eludes the need to hire individuals in-house; hence recruitment and operational costs can be minimized to a great extent.

5.5 Recommendations

Basing on the study conclusions, several recommendations were made: The recommendations below were made on the basis of research objectives as provided in chapter one. The researcher makes a number of recommendations as presented below.

5.5.1 Downsizing and employee performance at National Social Security Fund

In light of the discussions held earlier on downsizing and employee performance, a number of downsizing discrepancies were evident where the researcher came up with recommendations to curb them namely:

- NSSF management with support from her department heads should consider creating a work plan for downsizing whenever it is about to happen. This is so because for the pension entity to remain effective in its operation, downsizing should not be accidental and instead, but most engage in a carefully orchestrated strategic downsizing process. The plan at all cost is very important.

5.5.2 Job transfer and employee performance at National Social Security Fund

With results on job transfer and employee performance revealing a similar direction, a number of weaknesses were identified which would negatively affect the two variables however, to neutralize them, the study recommends that:

- There is need for NSSF leadership specifically its HR department and department heads to ensure that the transfer is genuine and based on a correct process. This process will act as an effective motivational tool where moving staff to a new department could create a change in life circumstances hence employee performance.

5.5.3 Out sourcing and employee performance at National Social Security Fund

In light with the discussion held above on out sourcing and employee performance, it is recommended that:

- It was observed that certain services provided to NSSF for instance security and catering services were extremely expensive and therefore NSSF management together with its finance–procurement department should consider procuring for other service providers. There is need to identify cheaper and quality services that can be out sourced.
- The NSSF management, its procurement and quality assurance department should establish whether the services that are provided by the outsourced departments meet the predefined service standards. In case of failure, NSSF should consider a new procurement process based on PPDA guidelines to avoid future illegalities.

5.6 Limitations of the study

The researcher encountered some limitations during the study some of which are laid below: Access to information especially when it came to interviewing. Some of the NSSF managers found it tricky to release confidential information to a researcher with some waiting

till late in the evening to provide such information. This affected the vast information that the researcher had planned to get using interviews however after repeated calls some managers complied.

In addition, the study was limited to restructuring specifically downsizing, job transfers, outsourcing and employee performance yet it can be noted that several restructuring dimension still prevail in this context therefore study findings could not be generalized that restructuring affects employee performance.

In another context, data was majorly collected using questionnaire, interview and documentary reviews however other crucial instruments for instance focus group discussion and observation were not used yet they provide factual information thus the study findings could not be generalized that restructuring affects employee performance.

5.7 Areas for further study

Based on the earlier study on restructuring and employee performance, future research should be done in the following areas namely:

Firstly, there is need to carry out a research on the challenges of restructuring in National Social Security Fund.

Secondly, there is need to carry out a study on the level of professionalism exhibited while restructuring on employee performance in National social security fund

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APPENDIX 1: Questionnaire for NSSF Staff

My name is **Nankunda Julian** a student of Masters in Management Studies Student of Uganda Management Institute. In partial fulfillment of the requirements for the degree, I am required to conduct a research in an area of my interest. My interest in this study is to evaluate the **Restructuring and Employee Performance in NSSF Uganda**. You have been sampled to participate in this study and the information you give will be used strictly for academic purposes and will never be used against you or your office. The information got from you will be kept confidential. You are also requested not to write your name on this questionnaire. Fill out the questionnaire and return to me.

Thank you for your cooperation.

SECTION A BIO-DATA

Please tick the most appropriate option

Age	18-28	29-35	36-50	Above 50	
Gender	Male	Female			
Marital status	Married	Single	Widowed	Divorced	
Level of Education	Masters	Bachelors	Diploma	Certificate	Others Specify

Instructions from question 1- tick the number that best indicates your opinion on the questions using the following scale.

Scale	5	4	3	2	1
	Strongly Agree	Agree	Not sure	Disagree	Strongly disagree

SECTION B

	DOWN SIZING	5	4	3	2	1
1	The NSSF down sizes workers from time to time					
2	The downsizing exercise is done by human resource managers according to the law in consultation with top management					
3	Downsizing have had a positive effect on employee well being					
4	Retrenchment has been part of the downsizing process					
5	The downsizing programme has not led to conflicts between departments					

6	Reorganization has been done to make all departments active and efficient					
7	Downsizing calls for job redesigning					
	JOB TRANSFER	5	4	3	2	1
8	It is common for me to be transferred from one department to another to foster efficiency within the departments					
9	It is common for me to be transferred from one branch to another to foster efficiency within the departments					
10	Transfers have had a negative effect on my employee performance					
11	My transfers are organized abruptly with little or no notice					
12	I work under pressure when am transferred					
13	Workers prefer internal job transfers					
14	Workers prefer external job transfers					
15	Transfers are done on the advice of management					
16	Job transfers have left me unhappy hence making me loose morale					

	OUT SOURCING	5	4	3	2	1
17	Some of the service in our company are out sourced					
18	Out sourcing has helped to reduce the work load in some departments					
19	Out sourcing has helped to reduce the work load in some departments					
20	Out sourcing has been expensive on the side of management					
21	Out sourcing has stimulated efficiency and effectiveness					
22	Out sourcing saves time					
23	Out sourcing makes a difference in terms of quantity					
24	Out sourcing reduces supervision costs					

SECTION C

EMPLOYEE PERFORMANCE

		5	4	3	2	1
25	I know when to start a task and end it as required by my organization					
26	There is lack of clear guidance from supervisors on how to accomplish assigned tasks					
27	The necessary resources for doing work are available					
28	It is difficult to measure assigned tasks as assigned to me by NSSF					
29	I am efficient in whatever I do which produces quality work					
30	Quality of work done is part of my daily schedule and tasks					
31	I know when to start a task and end it as required by my organization					
32	There is lack of clear guidance from supervisors on how to accomplish assigned tasks					

APPENDIX 2: Interview Guide for NSSF management staff

A: DOWN SIZING

- 1) When did you join NSSF?
- 2) Which position do you hold in NSSF?
- 3) When is downsizing done in NSSF?
- 4) What attempts have been made to reorganize and redesign the structure of NSSF?
- 5) How has downsizing had a negative impact on employee well-being?
- 6) How has NSSF as an institution benefited from Downsizing?

B: JOB TRANSFER

- 1) What kinds of transfers exist in NSSF?
- 2) How beneficial have these transfers been to NSSF?
- 3) How has vertical and horizontal job transfer affected employee well-being?
- 4) How can the policy of job transfer be made beneficial to NSSF as an institution?

C: OUT SOURCING

- 1) What are the kinds of services out sourced by NSSF?
- 2) How has out sourcing been beneficial to NSSF?
- 3) How best can NSSF utilize out sourcing as a tool to foster employee performance?
- 4) To what extent has out sourcing of services reduced operational costs in NSSF?

D: EMPLOYEE PERFORMANCE

1. How clear are the responsibilities and duties allocated to you?
2. What kinds of tasks are given to you by management?
3. What is the basis of allocating somebody a task at NSSF?
4. Comment on the efficiency of employees in NSSF
5. Comment on the effectiveness of employees in NSSF
6. Comment on the quality of work produced by NSSF Employees
7. Comment on the fact that the management labors to make you aware of the responsibilities
8. Comment on the level of job satisfaction among employees in NSSF
9. How best can NSSF improve employee performance?

APPENDIX 3:Documentary review checklist

The following secondary sources of data were reviewed namely:

1. National Social Security Fund Human Resource Manual
2. National Social Security Fund Reports
3. National Social Security Fund Quarterly Reports
4. National Social Security Fund Minutes of Meetings

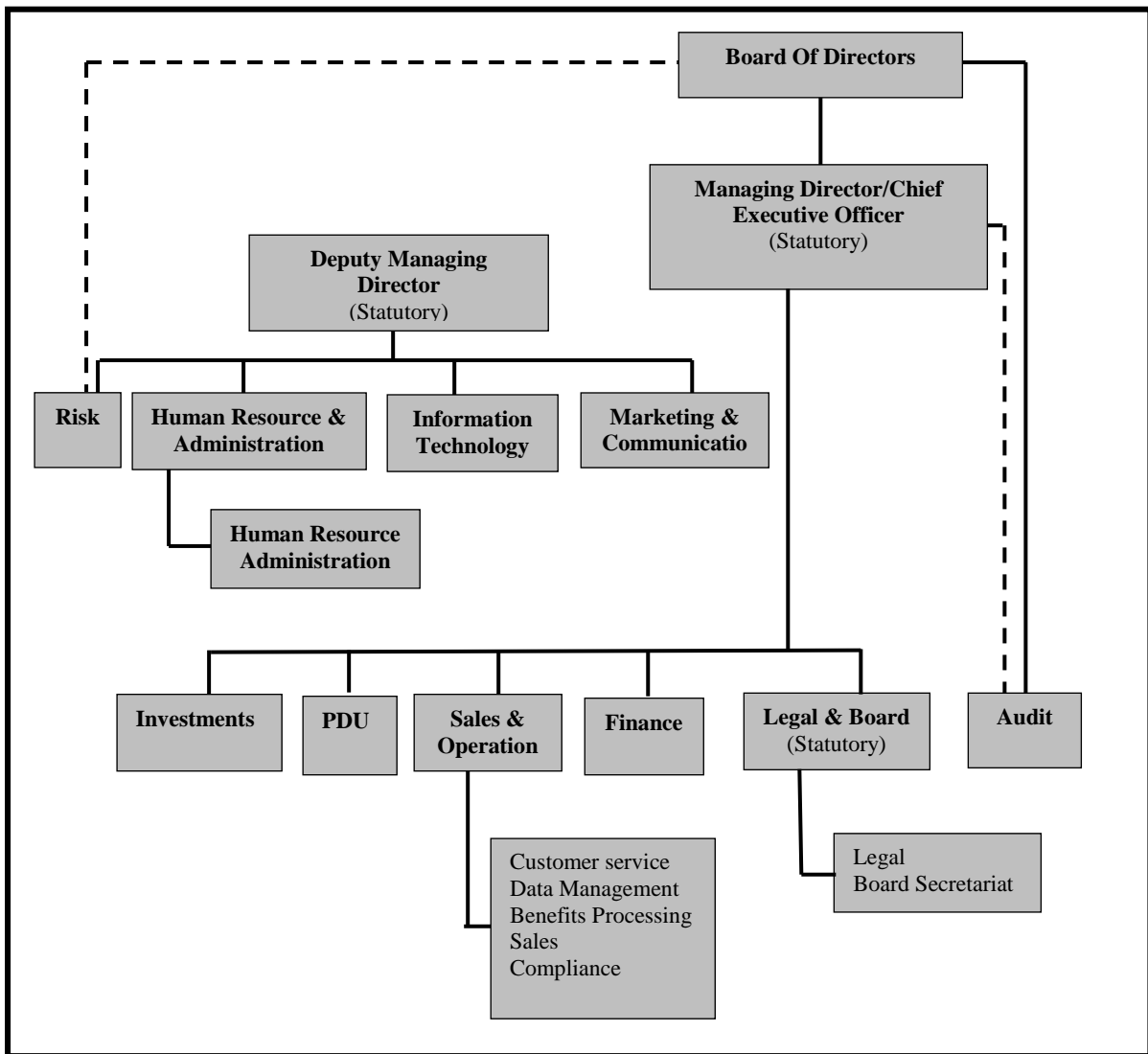
APPENDIX 4: Krejcie and Morgan (1970) Table for sample size

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364

Note.—*N* is population size.

S is sample size.

APPENDIX 5: National Social Security Fund Organogram



Source: Adopted from the NSSF Human Resource Manual (2014)