

**HUMAN RELATIONS AND EMPLOYEE PERFORMANCE.**

**A CASE OF KAMPALA INTERNATIONAL UNIVERSITY**

**BY**

**Gift Sylvia**

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**(Human Resource Management) of Uganda Management Institute**

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**DECLARATION**

I, Gift Sylvia, do declare that the work here in is presented in its original form and has not been presented to any other University or Institution for any academic award.

Sign.....

Date.....

## **APPROVAL**

This dissertation has been submitted for examination with the approval of

Dr. Maria K. Barifaijo

Sign.....

Uganda Management Institute Supervisor

Date.....

Dr. Mary Muhenda Basasa

Sign.....

Uganda Management Institute Supervisor

Date.....

## **DEDICATION**

I dedicate this work to my beloved parents the late James Bafaki and Ms Teddy Musanabera, My husband Dr. Andrew Musiime, My Children Blessing A. Musiime., Devine A. Musiime, and Mercy A Malaika Musiime. They gave me a reason to further my studies.

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## **ACRONYMS**

NCHE-National council of higher Education

KIU- Kampala International University

HPWS- High-Performance Work Systems

SRS-Simple Random Sample

CVI-Content Validity Index

UMI-Uganda Management Institute

SPSS-Statistical Package for Social Science

## ABSTRACT

This study was focused on establishing the relationship between human relations and employee performance at Kampala International University. The study was guided by the following research objectives:- to examine the influence of communication on employee performance at Kampala International University, to explore how team work influences employee performance at Kampala International University, and to establish the relationship between organizational commitment and employee performance at Kampala International University. The study adopted both qualitative and quantitative approaches. The study design used in this study was descriptive and analytical research to collect data. The respondents for this study came from KI U Staff, the researcher used questionnaires and interview guide to collect data. The key findings were that there is a significant relationship between communication and employee performance at KI U. The study concludes that management had a weak communication strategy to identify all possible risks which may have significantly affected the organization employee performance, therefore management at K.I.U should often examine situation in the institution at a particular time which would have otherwise helped them determine and classify' areas of potential risk likely to affect the institution and hence document the characteristics of each situation The results also indicated that there is a significant relationship between team work and employee performance at K.I.U teamwork avoids huge losses perceived, and develops and examines alternative options. KI U management should frequently engage with team building Consultants and set clearly defined terms of reference (ToR) notable among of which Should be: to systematically examine the loopholes in the their team work skills; map out the implications and lessons for their team work activities and design alleviations

The findings also indicated that organizational commitment has a big influence on the employee performance of K.I. U. organizational commitment eliminates risks that face entities, and in so



doing, improve business survivability- organizational commitment enables building a block of approaching to offset unusual exposure, susceptibilities and vulnerabilities; such as diversification. Institutions should create the necessary policy, legal, and regulatory environment which should be supported by the establishment of effective information dissemination systems such as information reference bureaus to provide information on the credit employees.

This concludes that institutions like KIU should have keen interest in development organizational commitment hence improved employee performance.

Further research was recommended to explore the relationship between employee relations and employee performance in other institutions.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This study examined relationships between human relations and employee performance. Human relations were the Independent Variable while employee performance was the Dependent variable. Taking Amin's (2005) approach, this chapter addressed the historical, theoretical, conceptual and contextual perspectives of the background, as well as the problem statement. The chapter also presents the General objective, specific objectives, research questions, Hypotheses, conceptual frame work, significance of the study, scope of the study and operational definitions.

#### **1.2 Background to the Study**

Like all other organizations, Institutions of higher learning need good human resources for them to achieve their goals. Indeed Cully (1998) notes that in today's workplace there is an emerging trend of individualisation in the employment contract - direct employee involvement and this has renewed emphasis on the direct link between management and employees. Related to this, is the increasing level of competition among academic institutions as exemplified by the increasing universities in Uganda (NCHE, 2011), and thus these Universities have to continually adapt and innovate if they are to remain competitive. Human relations are clearly of relevance here, for these Universities have to ensure that their staff have cordial relationships if performance has to be achieved.

### **1.2.1 Contextual Back ground**

Kampala International University is one of the main private universities in Uganda. It started operation twelve years ago with vision of being a premier institution of global recognition preparing students for international markets. Some of its objectives were ; under taking research projects in various fields that shall contribute to the economical, political, social and technological development of society. To recruit experienced, well trained academic staff who can provide an intellectual challenging learning environment and provide for their continued developments (K.I.U Charter (2009). In the last ten years in its efforts to achieve its vision Kampala International University has sponsored its teaching staff for masters and PhDs. The university has recruited expatriate and highly qualified staff from the Philippians and Nigeria. In the context of human resource planning it is necessary to match up future workforce requirements with the supply of labour (both internal and external) often this will mean recruitment in advance of actual requirements so that the necessary training and development for example graduates and apprentices can take place. Usually balance will need to be reached between recruiting for immediate needs and recruitment for internal training, development or promotion. ( Robert Compton, Alan Nankervis, Bill Morrissey (2009).The University has expanded through starting other three campuses in the East African Region. i.e. Dar-es-salaam campus, Western campus and the Nairobi campus.

### **1.3 Theoretical Perspective**

In this study the researcher used the Argyris and Schön's (1974) theory. The assumption of this theory is that employees behavior is merely a response or reaction to the actions of

Management. The behaviors may be and are in most cases, reactions by healthy people to unhealthy environment, which are usually created by management, policies and practices. This means that the performance of the employees at Kampala International University is a reflection of how management treats its employees, for example if management commitment to its employees is low, the staffs commitment will also be low, if the communication is not sufficient then also the response from the staff will also be down. This theory helped the researcher to establish how human relations affect employee performance. Michael O'Malley (2000) Commitment appears to be waning at every institutional level in fact a recent survey conducted by the Hudson Institute found out that only 42percent of employees believe that their employers deserved their allegiance.

#### **1.4 Conceptual perspective**

Armstrong (2006) defines human relations as the legal link between employers and employees. For this study employee relation is operationalized as the relationship between staff as colleagues and the relationship between staff and employers/management. It is important to note that human relations are clearly of relevance at Kampala International University, because as a university it has to ensure that their staff have cordial relationships if performance has to be improved. An organization can achieve its objectives through people, and therefore the nature of the relationship of people at work is fundamental to the effective management and performance of Kampala International University. However, it must be noted that employee performance is situational and depends on the organization's practices, political situation, economic situation etc. Factors evidenced to affect employee performance therefore include communication between the employer and the employee, organizational commitment, and team work.

Communication is the process of passing and receiving information, instructions, warnings, reprimands, guidelines advice, policies, rewards praises and discipline in an organization with some understanding the recipient of what the sender actually intended to share. (Maicibi, 2003). So if for example communication is low in terms of call for publications also the response from the staff will be very low. Organizational commitment is the level of loyalty the organization attaches to its employees, when the organization does not show high commitment to its employees this leads to employees losing a sense of belonging to the organizations hence low performance. For modern organizations to succeed the employees have to be team players.

## **1.5 Contextual Back ground**

The universities and Other Tertiary Institutions Act of 2001, through the Parliament of the Republic of Uganda as act 7, provided for the establishment of the National Council for Higher Education (NCHE), its functions and administration and to streamline the establishment, administration and standards of universities and other institutions of higher education in Uganda and to provide for other related matters.

Since that period, Uganda has seen the birth of more private universities, among these Kampala International University was born. Kampala International University opened its doors in the Uganda in March 2001. Since then it has never looked back it has continually churned out high value publications, research projects and the graduation rates of the university. Amidst the introduction of this act many private universities has opened up thus a noted improvement in the higher education standards in the country.

However there is still a need of improving the employee performance together with the human relations in the progressive improvement of Kampala International University's performance.

Amongst the key employee performance indicators of Kampala International University are three components that is customer care, targets on graduation rates of students, and time management which make up the performance bundle.

In Uganda the regulation of higher education institutions is a duty of National Council for Higher Education. However, the current policy on higher education institutions the regulator in Uganda, is to protect and develop what it views as a key educational factors. Interestingly, the National Council for Higher Education allows the private higher education institutions to set up their own rules to govern their actual operations on the market. Despite such regulations aimed at protecting the interest of investors and promotion of Uganda's education the development of Higher education institutions in terms of programs executed on the market, and number of graduation rates of students on the market is still small as compared to other countries in the region. Some scholars like Ngugi (2010) indicated that the trouble with educational programs is that of imposing stringent rules which result into stiffening the educational development of the economy.

It is on this basis that the current researcher wishes to report how human relations affect employee performance.

## **1.6 Statement of the Problem**

Performance is a vital attribute in the competitiveness of a university. Because of this Kampala International University has tried to improve its performance through a number of ways for example recruiting highly qualified staff, employing its alumni, sponsoring its staff for further studies at KIU, and allowing the staff to pay their tuition through salary reduction scheme for masters and Ph.D. programmes, so as to show commitment to its employees.

Despite those efforts Kampala International University's employee performance in terms of customer care, Graduation rates and time management have increasingly deteriorated. For example according to the (admission booklet of 2009), 2380 students were admitted for three year Bachelor courses, after three years, only 1982 students graduated (2012 graduation booklet) . There is a worry that if the trend continues, the University will continue losing its students to its competitors which will lead to its eventual closure.

### **1.7 General Objective**

The general objective of this study was to establish the relationship between human relations and employee performance at Kampala International University.

### **1.8 Specific Objectives**

- (i) To examine the influence of communication on employee performance at Kampala International University.
- (ii) To explore how teamwork influences employee performance at Kampala International University.
- (iii) To establish the relationship between organizational commitment and employee performance at Kampala International University.

### **1.9 Research Questions**

- (i) To what extent does communication influence employee performance at Kampala International University?

(ii) What is the impact of teamwork on the employee performance at Kampala International University?

(iii) To what extent does employee commitment influence the employee performance at Kampala International University?

### 1.10 Hypothesis of the Study

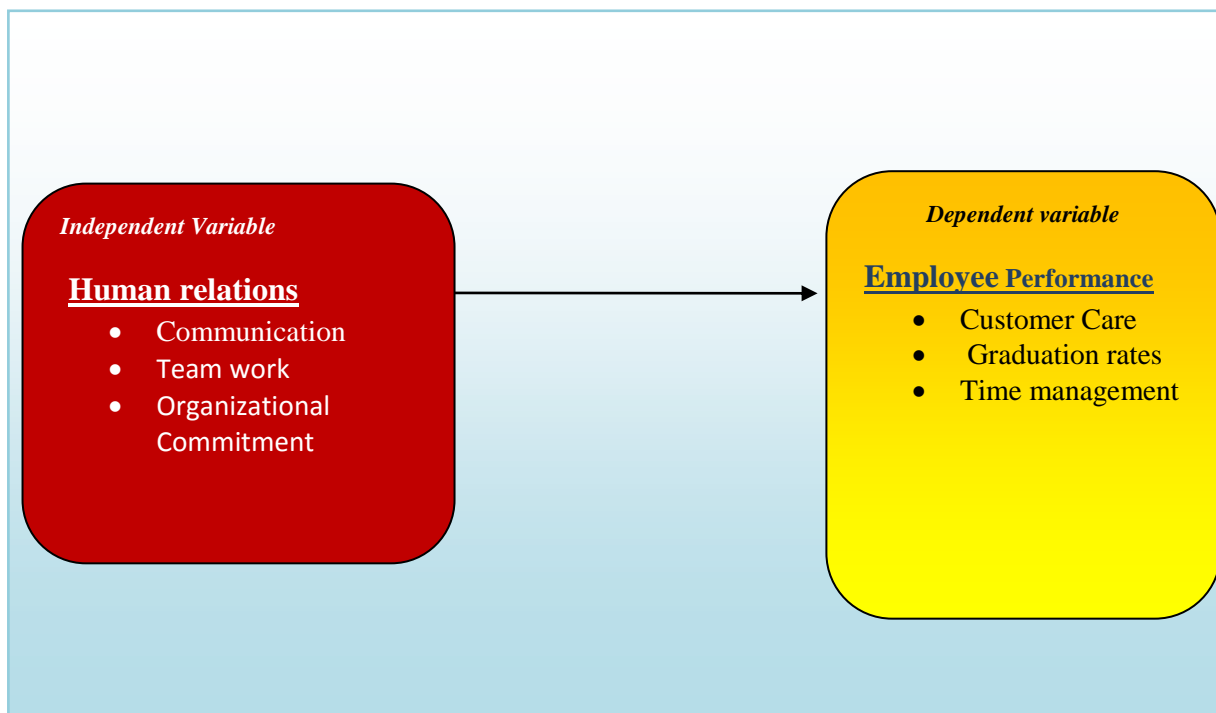
(i) Communication has a significant influence on the employee performance.

(ii) Team work positively influences the employee performance.

(iii) Employee commitment has a big influence on the employee performance.

### 1.11 Conceptual Frame work

Figure 1:





*Developed by the researcher and emerging from literature; Human relations (Galbraith 1988; Emmott 2005; Armstrong 2006; ), University Performance (Guest 1987)*

Uma Sekaran (4th Edition) defined the conceptual or theoretical framework as a conceptual model of how one theorizes or makes logical sense of the relationships among the several factors that have been identified as important to the problem. The extent of cost consideration valuations in employee performance is determined by the organization's management.

The dependent variable is employee performance which is the variable of primary interest, in which variance is attempted to be explained by the independent variable of Human relations. The relationship between employee performance and Human relations is diagrammatically shown in

Figure: 1 above describes the relationship between the variables of the study. It is indicated that human relations is the independent variable which is studied in terms of communication, teamwork and organizational commitment. Employee performance is the dependent variable that is studied in terms of customer care, graduation rates and time management.

### **1.11 Significance of the Study**

The study provided value addition to Kampala International University through examining how communication, teamwork and organizational commitment influence employee performance. The findings of the study may also guide the management of Kampala International University and other private Universities in undertaking key decisions relevant to improving and managing human relations and last but not the least, the study will contribute to the theoretical knowledge by adding new information on human relations and employee performance of private universities and this knowledge will be important for both academic and managerial discourses.

### **1.12 Scope of the Study**

This study covered a period of three years, that is from 2009-2011. This is because that is when Kampala International University received a charter from NCHE, which means that it had grown into a full university.

Geographically the study was carried out at Kampala International University main campus, located in Kansanga 5Km from the city center on Ggaba road this is because that is where most employees are stationed.

The content scope comprised of Human relations as the Independent variable that has three attributes i.e. team work, communication and organizational commitment. And the dependent variable will be employee performance which also has three attributes i.e. customer care, graduation rates, and time management in Kampala International University.

### **1.13 Operational Definitions**

**Human relations** in this study is referring to the relationship between staff as colleagues and the relationship between staff and employers/management

**Employee performance** in this study refers to how Kampala International University employees are doing in terms of customer care, meeting the graduation rates and Time management in Kampala International University.

**Communication** is defined as a process by which we assign and convey meaning in an attempt to create shared understanding in other words communication is the activity of conveying information through the exchange of thoughts, messages, or information, as by speech, visuals, signals, writing, or behavior.

**Organizational Commitment** is defined as the value the university attaches to its employees.

**Customer Care** is defined as the provision of service to customers before, during and after a purchase. In broader terms it refers to systems in the business place or institution that will maximize your customers' satisfaction with your business. Customer care is vital to any business, because if your customers are satisfied and happy so will profits and sales figures.

**Time management.** This is defined as the staff reporting to work in time and doing the university work in time to meet deadline.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents the background study of existing and related literature on the variables of human relations and the interrelations among them as put forward by various researchers and scholars' .Actual literature review is arranged according to the objectives of the study.

#### **2.2 Theoretical Review**

In an effort for organisations to compete favourably in the volatile markets, it is a necessity for employers to manage human relationships. Good human relationships breed room for employee loyalty and dedication to work productivity which in the long run boosts the entire organisations' performance. Despite the importance of human relationship management, companies may overlook the concept and operate on the assumption that staff will always figure out away to make themselves comfortable at their work places.

On the other hand, performance evaluations or appraisals do not always render an accurate picture of an employee's performance. Aswathappa (2005) defines Performance appraisals as the assessment of an employee's actual performance,behavoiurs on jobs and his or her potential for future performance .Appraisals has several objectives but the main purpose is to assess training needs, to effect promotions and to give pay increases.

Appraisal of performance proceeds in a set pattern. The steps involved are defining appraisal objectives establishing job expectations designing appraisal programme, conducting performance interview and using appraisal data for different HR activities.

Gaps in time – especially if the review is only done annually – call into question the memory of each participant during the process. Additionally, employees who know or anticipate an upcoming review may tend to work harder leading up to the review to “pad their stats.” The reverse can also be true: an employee may have an uncharacteristically bad week leading up to the review, causing negative evaluation that may not be representative of the employee’s overall work.

Improving human relations in the workplace is bound to impact your company's bottom line in a positive way. Barry L. Reece, Rhonda Brandt, Karen F. Howie (2010) defines Supervisory-management personnel are in a key position to influence employee behaviors. It is no exaggeration to say that supervisors and managers are the key spokespersons for the organization. Their philosophy, competence and leadership style establish the organizations image in the eyes of the employees. Each employee develops certain perceptions about the organizations concern for his or her welfare. These perceptions in turn influence such important factors as productivity, customer relations, safety consciousness and loyalty to the firm.

When members of your staff cooperate with each other and with management, performance and morale improve, increasing output and quality of work. As such, it's a wise investment of time to ensure, long-term, that the workplace is conducive to positive human relations. Management should work in ways to encourage worker interactions; there are lots of ways to do that. Also, supervisors should be open to subordinates' suggestions. It's a good idea to ensure that first-time

people managers have people-relations skills and levelheads. Consider professional training, and reinforce your executive expectations for lower-level supervisors to bring them up deliberately

The study was guided by Argyris and Schön's (1974) theory, whose assumption that employees behavior is merely a response or reaction to the actions of the management. The behaviors may be and are in most cases, reactions by healthy people to unhealthy environment, which are usually created by management, policies and practices. This means that the performance of the employees of Kampala International University is a reflection of how management treats its employees, for example if management commitment to its employees is low, the staffs commitment will also be low, if the communication is not sufficient then also the response from the staff will also be down. This theory will help the researcher to establish how human relations affect employee performance.

The human relations school ( Maslow, 1954; Mayo, 1933). In this case the reduction of organizational tension is held to rest on the ability of individuals to achieve self-fulfillment in the workplace. Workers are regarded as qualitatively different to other resources used in production. Thus, if workers are denied autonomy on the job, or are reduced to acting as mere extensions of the machinery they operate, or are given work that inhibits their capacity to create and think, it is argued that they will invariably find ways to subvert the methods of control that enforce these conditions. The principal task of management on this conception is to manipulate workplace relations in ways that enable employees to feel personal satisfaction with being involved with the organization. To this end, companies operating on this basis are expected to recognize the right of employees to have a say in how they are governed.

However, according to (Stone, 1995; Blyton & Turnbull, 1992 Guest, 1989) management practice originates from the belief that organizational tensions can be completely resolved by nurturing a psychological contract based on cooperation. The human relations' choices in this instance are predicated on the belief that the forces uniting managers and employees are far stronger than the forces dividing them. It is the task of management to facilitate these unifying forces by establishing workplace conditions that encourage autonomous individuals, whether employees or management, to work collaboratively for the common good. Companies taking this approach are expected to regard workplace relations holistically, whereby collaboration between management and employees is encouraged through the development of a unifying culture, strong and pervasive leadership, and a clear vision of organizational goals. The human relations aim of these techniques is to resolve internal tensions by breaking down workplace social classes, developing open lines of communication lines different stake-holders, and promoting a collective understanding that the interests of all are better served by working together and avoiding conflict.

In addition, the extant studies often reduce the human relationship management to a single dimension (junior staff to junior staff) . Whilst the existing frameworks are helpful for a general understanding of the multidimensional nature of human relationship management as an important tool in boosting organisational performance.

### **2.3 Review of related literature**

The notion of 'high-performance work systems' (HPWSs) has sparked widespread interest over the last 10–15 years. Cappelli and Neumark (2001) trace the term's popularity to an influential public report, America's Choice: High Skills or Low Wages! (Commission on the Skills of the

American Workforce, 1990). Interest in how service firms might use HPWSs as a competitive asset in different industries, and across market segments within industries, has been growing (.Batt, 2002; Boxall, 2003).

Employee performance, the dependent variable in HPWSs, is more troublesome to pin down because it is an omnibus term, similar to 'organizational effectiveness'. It is something that can be conceived in a variety of ways, incorporating short- and long-run economic outcomes and wider notions of social legitimacy or corporate social responsibility (Edwards Wright, 2001; Paauwe, 2004;Boxall Purcell, 2008). In terms of HPWSs, however, most researchers have focused on economic performance criteria, as Godard's (2004) evaluation of HPWS studies indicates. This means that HPWSs, to be deemed successful, need primarily to enhance cost-effectiveness. If the financial benefits do not exceed the costs, then HPWSs are not economically rational for firms.

A key premise that runs through the literature is that HPWSs depend on positive responses from employees (*e.g.* Godard, 2004; Delbridge, 2007; Macky Boxall, 2007). Workplace performance is influenced by team performance and, prior to that, individual job performance, which in turn is a function of interactions between employee ability, discretionary effort and performance opportunities. The question becomes: do the benefits to workers (*e.g.* in perceived autonomy, skill development and wage increases) exceed their costs (*e.g.* in work stress and work-life imbalance), and thereby motivate individual employees to up-skill themselves and seek to apply additional performance effort when opportunities exist for them to do so. In much of the leading research, assessments of the performance effects of HPWSs therefore depend on obtaining



relevant data on both company and worker outcomes (Vandenberg *et al.*, 1999; Appelbaum *et al.*, 2000).

While the dependent variable in HPWSs is complicated, there is even greater difficulty with the independent variable. The managerial practices that are deemed to constitute an HPWS are subject to a confusing array of definitions and assertions, as Wood's (1999) review indicates. Becker and Gerhart (1996) illustrate the diversity in a table of five leading HPWS studies, all conducted within the US. These studies list as many as 11 and as few as four practices. There is no one practice common to these five studies and there is sometimes disagreement as to whether a practice, such as variable pay, has positive or negative effects on performance.

#### **2.4 Communication and employee performance**

Leadership effects on organizational communication and performance have been a topic of study for over thirty years. Organizations by its most basic definitions, is an assembly of people working together to achieve a common objective through a division of labor Congleton and Rajaram, (2011). An organization provides a means using individual strengths within a group to achieve more than can be accomplished by the aggregate efforts of group members working individually. (Gale, 2002) Organizational theory provides an interdisciplinary focus on ; the effect of social organizations on the behavior and attitudes of individuals within them, the effects of individual characteristics and action on organization, the performance, success, and survival of organizations, and the mutual effects of environments, including resource and task, political, and cultural environments on organizations as observed by Bass & Avolio (1995).

Therefore, the communication delivery from leaders to employees must fit the organization and employees to be successful. The focus on human influences in organizations was reflected most noticeably by the integration of Abraham Maslow's "hierarchy of human needs" into organization theory Baldoni (2010). Maslow's theories introduced two important implications into organization theory. The first was that people have different needs and therefore need to be motivated by different incentives to achieve organizational objectives. Conyers Randy (2012). The second of Maslow's theories held that people's needs performance over time, meaning that as the needs of people lower in the hierarchy they are met, new needs arise (Gale 2012).

Leadership behaviors affect employee productivity and organizational communication. Kouzes and Posner's (1988) model of leadership behaviors is generated from research and case studies of people's personal-best leadership experiences. The five distinct practices, which outstanding leaders use to affect employee and employee performance, extrapolated from their research, include:

Challenging the process: being committed to search out challenging opportunities to performance, grow, innovate and improve. Leaders are willing to take risks, experiment and learn from mistakes Bianca, Audria, (2012). Inspiring a shared vision: enlisting followers in a shared vision for an uplifting and enabling future by appealing to their values, interests, hopes and dreams. Enabling others to act: fostering collaboration by promoting cooperative goals and building mutual trust through empowering followers by providing choice, developing competence, assigning critical tasks and giving visible support. Modeling the way: role modeling, which is consistent with shared values and achieves small wins for promoting progress

and commitment. Encouraging the heart: providing individual recognition for success of projects and regularly celebrating accomplishment (Kouzes & Posner, 1988).

## **2.5 Organizational Commitment and performance**

Commitment within an organization is a complex issue which is demonstrated by the plethora of definitions that have been used throughout the literature for many years.

An overview of the definitions will be presented followed by a discussion of the characteristics of commitment, and importance of commitment

Morris, Lydka and O’Creevy (1993) indicate that little consensus exists with respect to the meaning of the term commitment. However London and Howat (1979) define commitment in terms of the identification with organizational goals, involvement with one’s work role, and a feeling of loyalty to and affection for the organization. On the other hand Mowday, Porter and Steers’ (1982) definition, previously explained states that commitment is “the relative strength of an individual’s identification with and involvement in a particular organization” (p. 27).

Within this definition three characteristics of commitment are discussed:

a strong belief in and acceptance of the organization’s goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership with the organization (Mowday et al., 1982,p. 27).

All of these definitions are primarily concerned with the experience of the employees and how that experience affects their desire to stay within the organization. In this sense, the complete definition derived to explain organizational commitment is still considered to be one of the most conclusive definitions and it appears to be the most widely cited within the literature. Porter, and Steers (1982) define organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization. Conceptually, it can be

characterized by at least three factors: (a) a strong belief in and acceptance of the organization's goals and values; (b) a willingness to exert considerable effort on behalf of the organization; and (c) a strong desire to maintain membership in the organization" (p. 27).

There are four broad categories of issues that affect commitment: personal characteristics, role-related characteristics, structural characteristics, and work experiences (Mowday et al., 1982).

These characteristics are embodied in the organizational commitment definition described by

However Morris et al. (1993) argued that personal characteristics do not bear significant relevance in determining commitment compared with the other attributes that affect commitment. Therefore in view of this contention, it can be argued that many issues can be more adequately explained through personal characteristics (i.e. age and education).

For example, it is suggested that younger employees are more committed than older employees because they are highly motivated to start a career and are able to cope with performance, whereas older employees are less committed because they are often disappointed and frustrated when structural instability due to performance occurs (Morris et al., 1993). This theory can only be verified if personal characteristics are considered during data collection.

Role-related characteristics of organizational commitment are discussed in terms of job scope or challenge, role conflict, and role ambiguity (Mowday et al., 1982; Allen & Meyer, 1990).

However these three qualities need to be in balance with one another for an employee to feel a sense of satisfaction with what they are doing, this is because if there is an insufficient amount of challenge involved with individual's jobs the employees tend to behave more negatively than someone who has a greater job scope. Of course, this effect only occurs insofar as the challenges, which are presented, are reasonable. Role conflict and ambiguity have also been found to be inversely related to commitment. It is clear that employees express more commitment to an

organization if they are provided with clear and challenging job assignments (Nijhof et al., 1998).

According to Mowday et al. (1982) decentralization and participation in decision-making are the most important structural characteristics that influence commitment. However, no organization in today's competitive world can perform at peak levels unless each employee is committed to the organization's objectives as an effective team member. It is no longer good enough to have employees come to work faithfully every day and do their jobs independently. Employees need to be given a platform to think like entrepreneurs, feel the appreciation of their worth so they as well as management lead the organization to greater length of success.

There has been significant attention from researchers that focus on the manner in which structure affects employee attitudes. Allen and Meyer (1990) continue to develop the notion of emotional attachment to an organization as expressed by employees through various attitudes. The whole concept of structural characteristics suggests that the way an organization is organized has the ability to influence commitment. However Fry, Hattwick and Stoner (1998) suggest that commitment will increase in a flat organization where co-ordination and control are based more on shared goals than on rules and procedures and where employee participation is encouraged. This concept of demoralization not only helps to improve organizational commitment but also organization efficiency. Participation in decision making must also be discussed in terms of organizational structures because large bureaucratic organizations tend not to be as proactive in trying to incorporate employee ideas into the decision making process. Therefore in order to gain insight about this relationship, information needs to be obtained regarding how employees feel about their experience within the organization (Lipsky, 1980).

The fourth category of organizational commitment characteristics is represented by the work experiences that occur during an employee's tenure with an organization.

“Work experiences are viewed as a major socializing force and as such represent an important influence on the extent to which psychological attachments are formed with the organization”

There are several work experience variables that have been found to be related to organizational commitment such as personal importance to the organization, positive attitudes toward the organization, social involvement, leadership style and group norms regarding hard work (Mowday et al., 1982). Therefore when performance occurs within an organization, these variables can be significantly impacted if the performance interferes with positive experiences.

However Robbins and Langton (2001) discuss how second order performance, which is multidimensional, multilevel, discontinuous and radical, can often have an effect on organizational values. For example, if the values of an organization are perceived to have performed during a restructuring period, employees may resist the performance because they are strongly attached to the values that they have formed during their tenure within the organization.

Therefore the problem lies in the fact that the organizations values are no longer aligned with the employees. The period of adjustment during the organizational performance must address this issue by effectively communicating the organizations intentions by focusing on the benefits of the new direction (Robbins & Langton, 2001). Committed employees contribute greatly to organizations because they perform and behave on achieving organizational goals (Sutano, 1999). Furthermore, commitment to organizations has been found to be positively related to such organizational outcomes as job satisfaction, motivation and attendance (Bennett & Durkin, 2000).

The negative effects associated with a lack of organizational commitment include absenteeism and labour turnover (Bennett & Durkin, 2000). These examples help to demonstrate that workers who are committed to their organization are happy to be members of it. Therefore, employees who believe in the organization and are dedicated to what it stands for, intend to do what is good for the organization. This attitudinal approach reflects the nature and quality of the linkage between an employee and an organization. Oliver (1990) describes this employee-organization relationship in terms of the principle of exchange. Exchange theory is relevant to the attitudinal approach to commitment in that it is reasoned that employees offer commitment in return for the receipt (or anticipated receipt) of rewards from the organization.

Therefore, this view offers a simple way to think about the underlying motivations for why employees behave the way they do toward an organization. Using Oliver's reasoning it can be hypothesized, for the purpose of illustrating the importance of commitment, that when an organization exerts effort to improve the characteristics that influence commitment among employees, then employees will exert more effort to achieve the organizations goals. This is because they are receiving the quality personal, role-related, structural and job experiences that greatly contribute to improving organizational commitment.

Notably, In the past, organizations secured loyalty of their employees by guaranteeing job security, however, many organizations have responded to competitive pressures by down sizing, restructuring, and transformation thus creating a less secure organizational climate. One major challenge facing modern organizations is employee commitment, with no assurance in their job commitment, workers easily divert and raise expectations in other areas for instance expecting

pleasant and safe work environments, training and career development facilitation and, a balance between work and employees commitment outside the work area. Hence, there is need for employers to understand the concept of commitment, what it is, how it operates, and behaviors displayed by committed staff.

## **2.6 Teamwork and Employee performance**

New forms of work organization are used by companies to implement strategic decisions that are taken in response to a range of business challenges and pressures (EWON, 1998). acompany's attitude to the introduction of teamwork is important in the process of implementing and transforming the work organization into a HPWO. Teamwork is not an answer to all company problems and employee performances usually require interventions at all levels within an enterprise (Guest, 1995). If a company decides to introduce teamwork, this needs to be integrated into the entire organizational structure of the enterprise and this structure needs to be adapted to the new model; otherwise the effectiveness of teamwork is lost. If certain conditions are upheld, making organizational performances can be expected to have positive impacts, namely improved innovative capacity and operating efficiency, higher quality of output, better mutual relations at the workplace and higher productivity in general.

The principal conditions are sufficient autonomy for teams and direct participation by team members. As Ingrid Dackert (2004) comments, a team must have the right team climate to be innovative and beneficial in its work. Participation in accountability among individual team members and multi-skilling are important preconditions of team effectiveness. In multi-skilled teams, the borders between different job categories are broken down, thereby encouraging



employees to broaden their skills and knowledge. However there is also a considerable slimming down of the structure and a reduction of functions, which may make it hard for managers to accept some loss of power.

These assumptions are confirmed by German research conducted by the Sociological Research Institute at the University of Göttingen, which also emphasizes the importance of correct and comprehensive implementation of teamwork (Kuhlmann, Sperling Balzert, 2004). The German study proposes a ‘coherence thesis’, founded on making close links between an organization’s various dimensions. ‘The key issues are the integration of work organization and teamwork with the overall company organization and payment system. Pay and performance determination and different aspects of reorganization promote a process optimization that is actively supported by the employees.’ Therefore because team work does not exist in isolation with in the organizational company strategy. Instead, it works in synergy with other characteristics of the organizations’ environment. Therefore there is need to reorganize management functions in a way that creates room for autonomous teams, since it is also an important precondition of increasing productivity.

## **2.7 Summary of the Literature Review**

After reviewing literature of various scholars on human relations and employee performance, a key observation was made that, organizational commitment does influence performance of employees. This is made through strategies put in place on to improve communication and behavioral patterns of employees. This would make employees more acceptable and receptive to

organizational issues with an enhanced intellect of ownership to enhance sustainability of management strategies.

Employee commitment and teamwork are defined and measured in many different ways by various organizations and regarded as multidimensional constructs. Their effects on employee performance can be classified as “affective”, “continual” or “normative” in nature, which effects in turn, either demoralize (if not put into positive consideration) or improve employee behavioral patterns at their work premises making them feel more acceptable.

That said the extent of the influence and acceptability was not clearly pointed out. Thus the purpose of this study is therefore to harness this gap but clearly checking the extent of the influence in respect to Kampala International University.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the methodology used in the study. It outlines the research design, the study population, sample size and the selection, data collection instruments and describes the instruments used in collecting data and the methods adapted to analyze the data collected.

#### **3.2 Research Design**

The study was carried out mainly using cross-sectional survey design .A cross-sectional survey design collects data to make inferences about a population of interest at one point in time. The advantage of a cross-sectional survey is its flexibility in that it can be conducted using any mode of data collection, including telephone interviews, face-to-face interviews and mailed questionnaires (Archibald, 1985). The preferred approach under cross-sectional survey design was quantitative approach of research.

#### **3.3 Target Population and Sample Frame**

The research was carried out at KIU main campus in Kansanga, Kampala. It comprised 328 employees.

##### **3.3.1 Sample and Sample Size**

The researcher should take a big sample size as possible to ensure confidence that if any one took a sample size from the two samples would be similar to a selected or different sample size

the findings from the two samples would be similar to a high degree, (Mugenda & Mugenda, 2003. p. 43). A sample of 181 sufficed as follows: 11 senior management staff, 60 teaching staff, 56 administrative staff and 53 support staff members as shown in the table below

**Table 1: Sample Size from**

<b>Respondents</b>	<b>Population Size</b>	<b>Sample Size</b>	<b>Technique</b>
KIU Senior Management Staff	20	11	Purposive sampling
Teaching staff	110	60	Simple Random sampling
Administrative staff	102	56	Simple Random sampling
Support staff	96	53	Simple Random sampling
<b>Total</b>	<b>328</b>	<b>181</b>	

*Source: Based on Krejcie & Morgan in (1970) as cited by Amin. M (2005) and from kiu staff manual.*

### **3.4 Sampling Techniques and Sample Procedure**

According to Sekaran (2003), sampling is the process of choosing the research units of the target population, which are to be included in the study. a probability sampling method is where all elements have an equal chance of being selected. (Herman Ader & Mellenbergh, 2003)

Non probability sampling is any sampling method where some elements of the population have no chance of selection (these are sometimes referred to as 'out of coverage'/'under covered'), or where the probability of selection can't be accurately determined. It involves the selection of elements based on assumptions regarding the population of interest, which forms the criteria for selection. Hence, because the selection of elements is nonrandom, non probability sampling does not allow the estimation of sampling errors.

### **3.4.1 Simple Random Sampling**

In a simple random sample ('SRS') of a given size, all such subsets of the frame are given an equal probability. Each element of the frame thus has an equal probability of selection: the frame is not subdivided or partitioned. Furthermore, any given pair of elements has the same chance of selection as any other such pair (and similarly for triples, and so on). This minimizes bias and simplifies analysis of results. In particular, the variance between individual results within the sample is a good indicator of variance in the overall population, which makes it relatively easy to estimate the accuracy of results. This method was used to sample teaching, administrative and support staff.

### **3.4.2 Purposive sampling**

Purposive sampling technique under non probability sampling was used to select 11 senior management team. The technique was used because the focus of the researcher is to get in-depth information and not making generalizations. Those to be selected are expected to provide the required information in-depth. Hence, the researcher selected participants based on who she thinks would be appropriate for the study.

### **3.5 Data Collection Methods**

The study made use of both primary and secondary data and this was done through utilization of quantitative methods of data collection. In quantitative research, the design is developed at the beginning of the project and deviation of any kind is not permitted as such deviation is thought to cause problems; communication and interaction objectively define the fashion, data analysis takes place only when the process of data collection has been completed, the data collection methods are standardized and fixed leaving no options for correction and adjustment.

#### **3.5.1 Questionnaire Survey**

The researcher adopted data collection methods advanced by (Mugenda & Mugenda, 2003) and Amin (2005) a semi-structured questionnaire was used as the instrument of data collection for the 60 teaching staff, 56 administrative staff and 53 support staff. A Likert type of questionnaire was designed and administered, to respondents to explore their responses regarding the different statements describing the key variables of employee relations and employee performance with the case study of KIU. The main advantage of self-administered questionnaires is that the researcher or member of the research team can control all the completed data pieces within a short period of time (Skaran,2003).

#### **3.5.2 Interviews**

An interview guide consisting of structured questions was designed and administered to the 11 senior management staff of KIU. This is because Interviewing is a good method for producing data based on information priorities, opinions and ideas based on informants, thus have an opportunity to expand their ideas, explore their views and identify what they regard as their crucial factors (Babbie, 1990)

### **3.6 Data Collection Instruments**

The study made use of both closed ended questionnaires and self administered oral unstructured standardized interviews which were administered to individual respondents . According to Sarantakos (2005), a questionnaire is a method of survey data collection in which information is gathered through oral or written questionnaires. Oral questioning is known as interviewing; written questioning by is accomplished through questionnaires which are administered to the respondents by mail or handed to them personally by the researcher. Questionnaires are less expensive than other methods of data collection Selltiz et al. (1976); they produce quick results and can be completed at the respondent's convenience. Furthermore, they are stable, consistent, a uniform measure for variation, offer a considered and objective view of the issue, allow a wide coverage and offer greater opportunity to bias or errors caused by the presence or attitudes of the interviewer. The above notwithstanding however, questionnaires do not allow probing, prompting and clarification of questions, do not provide opportunities for motivating the respondents to participate, identity of respondents and the conditions under which the questionnaire are answered are not known and consequently it is not possible to check whether the question order was followed, opportunity for collect of additional information is hampered and due to lack of supervision, partial response is quite possible.

#### **3.6.1 Questionnaire**

The researcher used a semi- structured, likert type questionnaire to collect data from the teaching and administrative and support staff of KIU, to explore their responses regarding the different statements describing the key variables of employee relations and employee performance with the case study of KIU. The main advantage of self-administered questionnaires

is that the researcher or member of the research team can control all the completed data pieces within a short period of time (Sekaran, 2003).

### **3.6.2 Interview guide**

The researcher employed an Interview Schedule which contained open-ended questions to be asked during face-to-face interviews with senior management staff of KIU. The researcher asked standard questions and nothing more based on Leedy & Ormrod (2001) adopted from (World Bank 2002. )

### **3.7 Validity and Reliability**

According to Pak(2008); Joppe (2000) defined reliability as: “The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable”. Kirk and Miller (1986) identify three types of reliability referred to in quantitative research, which relates to: the degree of consistency of results; stability over time and similarity within a given time period.

Reliability is the extent to which a measurement procedure yields the same answer however and whenever it is carried out. To test the reliability of the instruments, the researcher utilized the alternate-form reliability test by administering two similar instruments in one session. The degree of correlation between the scores of the two instruments was then assessed.

#### **3.7.1 Validity**

In scientific research, validity refers to the extent to which the instruments are relevant in measuring what they are supposed to measure (Amin. 2005). The researcher requested his two supervisors to score the content with the questionnaire: and the average percentage of the score



was used to determine the Content Validity Index (CVI) If the average percentage is above 50%, the content will be considered to be valid. The formula below will be used to check for validity of the research questions:

$$CVI = \frac{R}{R+N+IR}$$

Whereby R is Relevant. N is Neutral, and IR is irrelevant. The closer the value to 1. the more valid is the instrument (Amin. 2005).

The researcher used the same interview schedule on all the interviewees and cross checked the answers with the organization's documents.

According to Sarantakos (1993), validity is the property of a research instrument that measures its relevance, precision and accuracy. Validity tells the researcher whether an instrument measures what it is supposed to measure and whether this measurement is accurate and precise. It measures the quality of the process of measurement, and one that reflects the essential value of a study, and which is accepted, respected and indeed expected by the researchers and users of research.

### **3.7.2 Reliability**

Reliability was established using SPSS Reliability Analysis Scale (Alpha co – efficient). This is because of its easy and automatic applicability and fitted a two or more point rating scale. The instruments of the research were based on the Likert type five-point scale. The researcher used Alpha co-efficient because of it being easy and automatic to apply.

The formula of Cronbach's Alpha Coefficient ( $\alpha$ ) was;

$$\alpha = \frac{K}{K-1} \left( 1 - \frac{\sum SD^2i}{SD^2t} \right)$$

$\alpha$  = Alpha coefficient

K = Number of items in the instrument

$\sum$  = Sum

$SD^2i$  = Individual item variance

$SD^2t$  = Variance of total score

### **Substituting in the formula:**

$$\alpha = 0.874$$

$$K = 53 \text{ items}$$

$$\sum SD^2i = 361.584$$

The instrument was found to be valid in this study at 0.874. The researcher used Alpha coefficient because of it being easy and automatic to apply.

The instrument was found to be valid in this study at 0.874. The researcher will use Alpha coefficient because of it being easy and automatic to apply. According to McMillan and Schumacher (2006), that validity refers to the degree of congruence between the explanations of the phenomena and the realities of the world. Validity is the extent to which the instrument gives the correct answer. The questionnaire was tested for validity of all the possible dimensions of the research topic.

### **3.8 Procedure of Data Collection**

An introduction letter was secured from the Masters Program Coordinator at UMI to be used to introduce the researcher to the respondents. After self introduction, the researcher explained

to the respondents the purpose of the research as one that is purely academic and it is part of the Requirement for the award of a Masters Degree in Management Sciences that the researcher is pursuing presently. The researcher also explained why the participant was selected and then go ahead to find out the data using the appropriate data collection instrument.

### **3.9 Data Analysis**

The collected data was analysed using quantitative analysis and this majorly involved six major activities namely, data preparation, counting, grouping, relating, predicting and statistical testing. Data preparation involved all forms of manipulation that are necessary for preparing data for further processing e.g coding, categorizing answers to open-ended questions, editing and data cleaning as well as preparation of tables; counting included the mechanical task of registering the occurrence and frequency of the occurrence of certain answers or research items; grouping and presentation involved ordering of similar items into group and this results in distribution of data presented in the form of tables and graphs; relating involves cross-tabulation and statistical tests to explain the occurrence and strength of relationships; predicting is a process of extrapolating trends identifies in the study into the future and this statistical method helps researchers complete this task and finally statistical testing refers to the stage where test of significance, inference, hypotheses and correlation are employed during the process of analysis.

#### **3.9.1 Quantitative Data Analysis**

Collected data was entered in the computer program (Statistical Package for Social Sciences (SPSS) and to some extent MS Excel to generate statistical meanings. The researcher used the Pearson Product Moment Correlation to analyze the correlation between Human relations and

Employee performance by running the SPSS. It tells the direction and strengths of the relationships between variables; both how the variables are related and how much they are related, according to Punch (2008) cited by Amin (2005).

Alternatively, the researcher used the formula below to analyze the correlation between Human relations and Employee performance.

$$r_{xy} = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n(\sum x^2) - (\sum x)^2][n(\sum y^2) - (\sum y)^2]}}$$

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Where:

n= Number of paired observations.

$\sum xy$ = Sum of cross products of X and Y. that is: multiply the corresponding values of X and Y and sum these products.

$\sum X$  and  $\sum Y$  Are sums of X and Y scores respectively.

$\sum X^2$  Sum of all the squared values of X scores.

$\sum Y^2$  Sum of all the squared values of Y scores.

$(\sum x)^2$ = Sum of all X scores, this sum squared.

$(\sum y)^2$ = Sum of all Y scores, this sum squared.

Substituting in the formula,

If  $r_{xy}$  equals to 1, this implied a positive relationship between the IV and DV; while if  $r_{xy}$  equals to -1, this implied a negative relationship between the IV and DV (according to

(Mugenda & Mugenda, 2003, p. 133)

### **3.9.2 Qualitative Data Analysis**

Qualitative data was collected through interviews and analyzed as it was collected from the field. The analysis of interview responses involved linking them to the variables under the study. The information from interview respondents was analyzed by listing down all respondents' views expressed by more than respondents. The researcher used content method to analyze qualitative data, which helped in describing and discussing the opinions of the respondents on human relations and employee performance

### **3.10 Measurement of Variables**

Quantitative measures of communication, team work and organizational commitment was measured using ordinal scale. Particularly the Likert Scale of five (5 Strongly Agree. 4 Agree. 3 Undecided. 2= strongly disagree. 1=Disagree. Amin (2005) observed that the scale is better than other types of attitude scales like semantic difference scale and rating scale. Questions that require YES or NO will be asked as well as open-ended questions as well as may not be able to quantify such as the perceptions of the interviewees.

## **CHAPTER FOUR**

### **PRESENTATION ANALYSIS AND INTERPRETATION OF FINDINGS**

#### **4.1 Introduction**

This chapter presents data collected using the questionnaire, documentary review of the case study described in Chapter 3 above and the limitations of the study. The corresponding interpretations also follow each presentation. The results of the study are presented according to the objectives and research questions.

#### **4.2 Response Rate**

A total of one hundred eighty one (181) questionnaires were distributed to KIU staff of which One hundred sixty one (161) were returned. The response rate for the distributed questionnaires was therefore eighty nine percent (91%) as shown in the table 2 below from the writers Sorry Darren sherka (2002) he says that for a study to score above 80% it shows that either the study was perfectly done meaning that all questions were perfectly understood by all the respondents from the study.

**Table 2: Showing the Response Rate**

<b>Nature of Response</b>	<b>Target sample</b>	<b>Actual response</b>	<b>Percentage</b>
<b>KIU Staff</b>			
KIU Senior Management Staff	11	11	100%
Teaching staff	60	56	93%
Administrative staff	56	50	89%
Support staff	54	44	81%
<b>Total</b>	<b>181</b>	<b>161</b>	<b>91%</b>

*Source: Primary Data*

#### **4.3 Characteristics of the respondents**

The background information of the respondents was considered necessary because of the ability of the respondents to give satisfactory information on the study; variables may be affected by their background. This information was about the respondents' gender, age, education level, duration in current employment and level of management. The purpose of collecting background information on respondents was to help in establishing the respondents sample characteristics and to be able to form appropriate opinion about the research findings.

Table 3: Level of Education

		Frequency	Percent	Cumulative Percent
Valid	Doctorate	17	11.3	11.3
	Masters	72	47.7	58.9
	Bachelors	45	29.8	88.7
	Diploma	17	11.3	100.0
	Total	151	100.0	

**Source:** *Primary Data*

Study findings in table 3 above revealed that the majority of the KIU staff had attained masters University level of education and these were represented by 47.7%, 29.8% had attained Bachelors level education, 11.3% had Diploma level education and Doctorate of the sample.

From With majority of the repondents with a minimum level of education as a Masters degree (47.7%) and the minority with a diploma (11.3%) this implied the institution has a competents staff to execute and implent skills to their students.

These results suggest that being an academic institution, a diploma should be at least the minimum level of education held. The justification for Level of Education was chosen so as to find if this had an influence on the relationship between human relations and employee performance at Kampala International University. Furthermore, the educated people are in position to apply the knowledge they have attained in such an institution for example a lecturer with a masters degree is better placed to lecture more successful than a bachelor's holder.



**Table 4: Duration you have worked in the university**

	Frequency	Percent	Cumulative Percent
Valid Below one Years	14	9.3	9.3
2 to 4 years	35	23.2	32.5
5 Years	66	43.7	76.2
5 years and above	36	23.8	100.0
Total	151	100.0	

**Source:** *Primary Data*

Duration you have worked in the university was chosen as one of the respondents' characteristics so as to ascertain the respondents' experience with the Institution's operations. From the study, 43.7% respondents had worked in the university for five years 23.8% for five years and above while 23.2 % had worked in the university for two to four years. On the whole, most of the respondents (91%) had worked in the university for more than two years.

Majority of the respondents had been with the institution for 5 years (43.7%) and the least number of respondents had been with the institution for 1 year(9.3) and below.

This implies that the institution has many staff who had stayed for over 5 yrs and able to answer questions competently.

Table 5: Duration and level of management

		MANAGEMENT			Total
		Teaching staff	Administrative staff	Support staff	
Below one Year	Count	3	3	8	14
	%	5.5%	6.1%	17.0%	9.3%
2 to 4 years	Count	14	9	12	35
	%	25.5%	18.4%	25.5%	23.2%
5 Years	Count	20	27	19	66
	%	36.4%	55.1%	40.4%	43.7%
5 years and above	Count	18	10	8	36
	%	32.7%	20.4%	17.0%	23.8%
Total	Count	55	49	47	161
	%	100.0%	100.0%	100.0%	100.0%

**Source:** *Primary Data*

The teaching staff respondents, 5.5% had worked with the university for less than a year, 25.5% for more than two years but less than four years while 69% worked with the university for five years and above. The administrative staff, 6.1% had worked with the university for less than a year, 18.4% for more than two years but less than four years while 75.5% worked with the university for five years and above. The support staff respondents, 17% had worked with the university for less than a year, 25.5% for more than two years but less than four years while 57.4% had worked with the university for five years and above. For all the management levels, a majority of the respondents had two years experience with the university.

Administrative staff had been with the institution for 5 years (55.1%) followed by the support staff (40.4%) then the teaching staff (36.4%). This implied that administratively the institution's

environment is good while the teaching conditions and terms might not be that favourable that is why they have the least retained levels

This provided wealth of information based on both their experience with the university and role in the institution. The justification for asking for duration you have worked in the university was chosen so as to find if this had an influence on the relationship between human relations and employee performance at Kampala International University.

#### **4.3.1 Empirical findings**

The main objective of this study was to establish the relationship between human relations and employee performance at Kampala International University. The findings were got from questionnaires, and interviews. They are discussed below.

- (i) To what extent does communication influence employee performance at Kampala International University?

#### **4.3.2 The Influence of communication on employee performance in Kampala International University**

The first objective of the study was to examine the influence of communication on employee performance at Kampala International University. The findings under of this objective were gathered from questionnaires from KIU staff and interviews. The influence of communication on employee performance in Kampala International University were measured using 11 items scored on five point Likert scale of 1=Strongly disagree, 2= Disagree, 3=Neutral, 4=Agree , 5= Strongly agree The results from the process are displayed in table below.

**Table 6: Respondents views on Communication**

	Strongly disagree	disagree	Neutral	Agree	Strongly agree
We have frequent university meetings	13.3%(20)	34.7%(52)	10.7%(16)	25%(38)	16%(24)
Scheduled meeting are usually communicated to us in time	21%(31)	32.4%(48)	11.5%(17)	18.2%(27)	17%(25)
My institution give feedback on employees performance	10%(15)	31%(46)	16%(24)	24.5%(37)	19.2%(29)
Changes are communicated effectively	17%(26)	33%(50)	12%(18)	22%(33)	16%(24)
My institution uses formal communication	16%(24)	25%(38)	15%(23)	27%(40)	17%(25)
My institutions rules and regulations are communicated to all staff.	12%(18)	23%(35)	21%(31)	24%(37)	19%(29)
My institution does induction for the new employees.	15%(23)	31%(47)	17%(26)	17%(26)	19%(29)
My Institution gives clear job description to all the employees.	21%(31)	34%(51)	12%(18)	22%(33)	12%(18)
My institution communicates through circulars and memos on a regular basis	10%(15)	34%(51)	15%(22)	18%(27)	23%(35)
My institution communicates the likely changes to be made in the institute.	9%(14)	23%(35)	10%(16)	16%(25)	40%(61)
We are informed when our salaries are to paid late.	12%(18)	27%(40)	17%(26)	21%(32)	23%(35)

**Source:** *Primary Data*

From the table 7 above the respondents were asked whether sscheduled meeting are usually communicated to us in time. The results from the study revealed that, of the total respondents, 53% of the respondents were agreeable (21% strongly agreed) that scheduled meeting are usually communicated to us in time; 35% disagreed and 11.5% were Neutral.This confirms that communication is strongly key in employee performance so as to guide the subsequent

management tiers in the institution and thus enhance the employee performance of the university. Hofstede (1984) also noted that communication is the primary function that sets the stage for subsequent employee performance. The study results are therefore consistent with the above author.

In determining whether the Institution gives clear job description to all the employees as part of making the employee to know their responsibility in the institution, the study revealed that; of the total respondents, 55% of the respondents were agreeable (21% strongly agreed) while only 34% disagreed and 12% were not sure. The different statistics implied that as part of communication, the job description is clearly defined by the university and this guides the employees in the subsequent activities.

In order to find out whether, the institution does induction for the new employees; respondents were asked to state the degree to which they concurred with the above. Of the total respondents, 46% of the respondents were agreeable (15% strongly agreed) while 36% disagreed (19% strongly disagreed).

From the statistics above it clearly shows that with improved communication the employee performance rating will increase in KIU. As exemplified by the respondents who agreed with the following different variables, having frequent university meetings 34.7%(52), Scheduled meeting are usually communicated to us in time 32.4%(48), KIU gives feedback on employees performance 31%(46), Changes are communicated effectively 33%(50), KIU gives clear job description to all the employees 34%(51), KIU communicates through circulars and memos on a regular basis 34%(51). This implies that once KIU gets challenges in communication this will greatly affect the employee performance.

**Table 7: Descriptive statistics of Communication on the employee performance of Kampala International University**

Communication	Number	Mean	Std. Deviation
We have frequent departmental meetings	150	3.04	1.336
Scheduled meeting are usually communicated to us in time	148	3.22	1.409
My institution give feedback on employees performance	151	2.87	1.308
Changes are communicated effectively	151	3.14	1.366
My institution uses formal communication	150	2.97	1.356
My institutions rules and regulations are communicated to all staff.	150	2.84	1.311
My institution does induction for the new employees.	151	3.06	1.367
My Institution gives clear job description to all the employees.	151	3.29	1.335
My institution communicates through circulars and memos on a regular basis	150	2.89	1.362
My institution communicates the likely changes to be made in the institute.	151	2.44	1.445
We are informed when our salaries are to paid late.	151	2.83	1.365

*Source: Primary Data*

The general agreement in this case is the communication will improve employee performance in Kampala international university that mean there must be frequent departmental meetings, meeting communicated in time, Institution giving a clear job description to all the employees and the standard deviation does not vary with the mean thus improvement in communication will improve employee performance of Kampala International University.

**Table 8: Influence of Communication on the employee performance of Kampala International University**

		<b>Correlations</b>	
		Communication	Employee performance
Communication	Pearson Correlation	1	.614**
	Sig. (2-tailed)		.000
	N	146	143
Employee performance	Pearson Correlation	.614**	1
	Sig. (2-tailed)	.000	
	N	143	147

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

From the table 8 above it is indicated that there is a significant relationship between communication and employee performance of Kampala International University ( $r=.614$ ,  $P<.0.000$ ). The study therefore validated the hypothesis there is a significant relationship between communication and employee performance of Kampala International University.

The study noted that Kampala International University was keen with developing effective communication mechanisms. In fact, in an interview with the principal of one of the, he mentioned that.

*“Communication is key at our university; we need to communicate clearly, precisely and concisely to our stakeholders the students and fellow staff to avoid what is happening in the other advanced institutions of learning like Kyambogo”*

From the table above it implies that with communication having a significant relationship with employee performance at 61.4% it shows that KIU should uphold this key virtue hence not

affecting employee performance. This also shows that for any institution to develop steadily communication should be held high.

### 4.3.3 Regression analysis of results

On the basis of the results obtained indicating a direct positive relationship between communication and employee performance of Kampala International University, an analysis was done using regression analysis to ascertain the extent to which communication influences employee performance at Kampala International University. Table 18 below is the summary of this.

**Table 9: Communication results**

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.014	.164		12.310	.000
	COMMUNICATION	.487	.053	.614	9.234	.000

a. Dependent Variable: Employee performance

The results in table 9 show that communication standardized regression coefficient (Beta) was statistically significant by Beta=0.614. t=9.234, P=0.000. This shows that change in communication leads to a positive change to the employee performance at Kampala International University 61.4% and communication has a greater positive coefficient at value 9.234 than the standardized coefficients of value 0.614, hence it is significant. Thus improvement, in the communication at Kampala International University would enhance employee performance. On



the other hand a poor communication at Kampala International University would contribute negatively on employee performance.

From the table above it implies that communication has a huge impact on employee performance at 61.4% it shows that KIU should uphold this key virtue hence not affecting employee performance. This also shows that for any institution to develop steadily communication should be held high.

From the above table 9,  $Y = a + bX$ ; where  $Y =$  employee performance and  $X$  is communication. Therefore employee performance =  $2.014 + 0.487$  communication. On significance  $F(0.00)$  is less than  $0.05$  confirming the relationship between employee performance and communication. From table 12, coefficient (b) is positive which means that improvement in communication would increase the quality of employee performance in Kampala international University.

What is the impact of teamwork on the employee performance at Kampala International University?

#### **4.4 The Influence of teamwork on employee performance in Kampala International University.**

The second objective of the study was to find out the Influence of teamwork on employee performance in Kampala International University. The findings of this objective were gathered from questionnaires from beneficiaries and interview. the influence of teamwork on employee performance in Kampala International University were measured using 8 items scored on five point Likert scale of 1=Strongly disagree, 2= Disagree, 3=Neutral, 4=Agree , 5= Strongly agree. The results from the process of are displayed in table below.

**Table 10: The Influence of teamwork on employee performance in Kampala International**

**University**

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My institution encourages team work	17%(25)	38%(57)	17%(26)	17%(26)	11%(17)
We invigilate exams as a team	14%(22)	38%(57)	19.2%(29)	16%(24)	11%(17)
There is better mutual relationship in my work place.	23%(35)	40%(60)	17%(26)	14%(21)	6%(9)
Work is always done even if one staff member is on leave	18%(27)	37%(56)	20%(30)	20%(30)	5%(8)
At my work place there is a right team climate	19%(29)	33%(50)	27%(41)	9%(14)	11%(16)
My institution recruits multi-skilled employees.	14%(21)	28%(42)	25%(38)	17%(25)	16%(24)
There are fewer conflicts in my institution.	16%(24)	21%(31)	23%(35)	16%(24)	24%(36)

**Source:** *Primary Data*

From the table 10 above the respondents were asked whether at their work place there is a right team climate. The results from the study revealed that, of the total respondents, 55% of the respondents were in agreement at their work place there is a right team climate (17% strongly agreed) that at their work place there is a right team climate; 28% disagreed and 17% were Neutral. This was further supported in the interviews as one of the respondents said “*the KIU management ensures that at the end of year at least we have an end of year party which brings together all the staff from the different compasses of kiu*”

In determining whether the work is always done even if one staff member is on leave, the study revealed that; of the total respondents, 55% of the respondents were in agreement that the

whether the work is always done even if one staff member is on leave (18% strongly agreed) that the work is always done even if one staff member is on leave; 25% disagreed and 20% were Neutral. This was further supported in the interviews as one of the respondents said “*the KIU management ensures that before any employee goes on leave there should be a backup employee who has been inducted in what the employee leaving for leave has been doing*”.

In order to find out whether, the institution encourages team work; respondents were asked to state the extent to which they assented with the above. Of the total respondents, 55% of the respondents were in approval the institution encourages team work (17% strongly agreed) that the institution encourages team work; 28% disagreed and 17% were Neutral.

From the statistics above it clearly shows that with improved teamwork the employee performance rating will increase in KIU. As exemplified by the respondents who agreed with the different variables, there is better mutual relationship in my work place 40%(60), Work is always done even if one staff member is on leave 37%(56), KIU recruits multi-skilled employees 28%(42), There are fewer conflicts in KIU 21%(31).

**Table 11: Descriptive statistics of teamwork on the employee performance of Kampala International University**

Team work	Number	Mean	Std. Deviation
My institution encourages team work	151	3.31	1.255
We invigilate exams as a team	149	3.29	1.232
There is better mutual relationship in my work place.	151	3.6	1.161
Work is always done even if one staff member is on leave	151	3.42	1.151
At my work place there is a right team climate	150	3.41	1.211
My institution recruits multi-skilled employees.	150	3.07	1.285
There are fewer conflicts in my institution.	150	2.89	1.402

Source: Primary Data

The general agreement in this case is that team work will improve employee performance in Kampala international university that means work is always done even if one staff member is on leave; there are fewer conflicts in my institution. There is better mutual relationship in my work place. And the standard deviation does not vary with the mean thus improve in teamwork will improve employee performance of Kampala International University.

**Table 12: Team work positively influences the employee performance of Kampala International University**

		TEAMWORK	Employee performance
TEAMWORK	Pearson Correlation	1	.656**
	Sig. (2-tailed)		.000
	N	147	143
Employee performance	Pearson Correlation	.656**	1
	Sig. (2-tailed)	.000	
	N	143	147

From the table 11 above it is indicated that the there is a significant relationship team work and employee performance at Kampala International University ( $r=.656$ ,  $P<.0.000$ )

The study therefore validated the hypothesis there is a significant relationship between teamwork and employee performance of Kampala International University. This finding also agrees with the study findings from some documents reviewed at university. In one interview the senior teaching staff asserted that he manages over 150 students and teamwork for his students to excel is important sometimes am away but I delegate to my fellow lecturers who deliver as I would have done .

From the table above it implies that teamwork has a huge impact on employee performance at 65.6%, this percentage shows that team work is high in KIU therefore there is high employee performance.

#### 4.4.1 Regression analysis of the results

On the basis of the results obtained indicating a direct positive relationship between teamwork and employee performance of Kampala International University, an analysis was done using regression analysis to ascertain the extent to which teamwork influences employee performance at Kampala International University. Table 10 below is the summary of this.

**Table 13: Regression analysis of teamwork**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.559	.187		8.317	.000
	TEAMWOR K	.653	.063	.656	10.333	.000

a. Dependent Variable: Employee performance

The results in table 12 show that teamwork standardized regression coefficient (Beta) was statistically significant by Beta=0.656.  $t=10.333$ ,  $P=0.000$ . This shows that change in teamwork leads to a positive change to the employee performance at Kampala International University 65.6% and teamwork has a greater positive coefficient at value 10.333 than the standardized coefficients of value 0.656, hence it is significant. Thus improvement, in the teamwork at Kampala International University would enhance employee performance. On the other hand a

poor teamwork at Kampala International University would contribute negatively influence employee performance.

From the above table 12,  $Y = a + bX$ ; where  $Y =$  employee performance and  $X$  is teamwork. Therefore employee performance =  $1.559 + 0.653$  teamwork. On significance  $F(0.00)$  is less than  $0.05$  confirming the relationship between employee performance and teamwork. From table 12, coefficient (b) is positive which means that improvement in teamwork would increase the quality of employee performance in Kampala international University.

From the table above it implies that teamwork has a huge impact on employee performance at 65.6%, this percentage shows that team work is high in KIU therefore there is high employee performance.

To what extent does employee commitment influence the employee performance at Kampala International University?

#### **4.4.2 The relationship between organizational commitment and employee performance in Kampala International University**

The third objective of the study was to establish the relationship between organizational commitment and employee performance in Kampala International University. The findings of this objective were gathered from questionnaires from beneficiaries and interview. The relationship between organizational commitment and employee performance in Kampala International University were measured using 10 items scored on five point Likert scale of 1=Strongly disagree, 2= Disagree, 3=Neutral, 4=Agree , 5= Strongly agree. The results from the process of are displayed in table below.

**Table 14: The relationship between organizational commitment and employee performance in Kampala International University**

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We have job security at my place of work	14%(21)	15%(23)	19%(28)	17%(25)	36%(54)
Human Resources come first among all resources in the institute	10%(16)	17%(26)	18%(28)	18%(28)	35%(53)
My institute pays for staff medical insurance scheme	11%(17)	14%(21)	11%(16)	14%(21)	50%(76)
My institute pays our salaries in time.	13%(19)	16%(24)	7%(10)	20%(30)	45%(68)
My institute gives employees salary loans	11%(17)	16%(24)	15%(22)	11%(16)	48%(72)
My institution involves its employees in the formulation and implementation of the institution policies.	7%(10)	22%(34)	17%(25)	16%(24)	38%(57)
My institution sponsors its employees for further studies	21%(32)	31%(46)	11%(17)	15%(23)	22%(33)
My institution covers the burial expenses of any staff that dies.	8%(12)	27%(40)	16%(24)	15%(23)	34%(52)
My institution sponsors the children of the staff to study at KIU	9%(14)	18%(27)	17%(26)	19%(29)	36%(55)
We are paid regularly within timelines strictly adhered to	12%(18)	18%(27)	22%(33)	15%(23)	32%(49)

**Source:** *Primary Data*

From the table 13 above the respondents were asked whether they have job security at their place of work. The results from the study revealed that, of the total respondents, 29% of the respondents were in approval whether they have job security at their place of work. of KIU.

In determining whether the institute pays for staff medical insurance scheme, the study revealed that; of the total respondents, 25% of the respondents were in approval that the institute pays for

staff medical insurance scheme (11% strongly agreed) while only 64% did not agree and 19% were not sure.

In order to find out whether, the institution sponsors its employees for further studies; respondents were asked to state the extent to which they assented with the above. Of the total respondents, 52% of the respondents were in approval that institution sponsors its employees for further studies (21% strongly agreed) while 37% did not agree (22% strongly disagreed).

From the statistics above it clearly shows that with improved organisational commitment the employee performance rating will increase in KIU. As exemplified by the respondents who agreed with the different variables, KIU sponsors its employees for further studies 31 %( 46), KIU covers the burial expenses of any staff that dies 27 %( 40). Majority of the respondents did not agree that KIU has strong commitment to their causes as shown the variables attributed; no job security at my place of work 36%(54), Human Resources come first among all resources in the institute 35%(53), KIU pays for staff medical insurance 50%(76), My institute pays our salaries in time 45%(68), KIU gives employees salary loans 48%(72). This shows that KIU should improve its organisational commitment to its employees as it was poorly rated.

**Table 15: Organizational commitment has a big influence on the employee performance of Kampala International University**

		<b>Correlations</b>	
		Organizational Commitment	Employee performance
Organizational Commitment	Pearson Correlation	1	.619**
	Sig. (2-tailed)		.000
	N	149	145



Employee performance	Pearson Correlation	.619**	1
	Sig. (2-tailed)	.000	
	N	145	147

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

From the table 14 above it is indicated that Organizational commitment has a big influence on the employee performance of Kampala International University. ( $r=.619$ ,  $P<.0.000$ ) Supporting the hypothesis that Organizational commitment has a big influence on the employee performance of Kampala International University. The study therefore validated the hypothesis that there is a big influence between Organizational commitment and employee performance of Kampala International University.

The study noted that Institution management has a key task of improving the employee performance so that we do not loose our best employees to competition.

From the table above it implies that organisation commitment has a huge impact on employee performance at 61.9% it shows that KIU should uphold this key virtue thus not affecting employee performance. This also shows that for any institution to develop steadily organisational commitment should be held high.

**Table 16: Descriptive statistics of Organizational commitment on the employee performance of Kampala International University**

Organizational Commitment	Number	Mean	Std. Deviation
We have job security at my place of work	151	2.55	1.455
Human Resources come first among all resources in the institute	151	2.5	1.395
My institute pays for staff medical insurance scheme	151	2.22	1.465
My institute pays our salaries in time.	151	2.31	1.484
My institute gives employees salary loans	151	2.32	1.477

My institution involves its employees in the formulation and implementation of the institution policies.	150	2.44	1.368
My institution sponsors its employees for further studies	151	3.14	1.474
My institution covers the burial expenses of any staff that dies.	151	2.58	1.397
My institution sponsors the children of the staff to study at KIU	151	2.44	1.379
We are paid regularly within timelines strictly adhered to	150	2.61	1.408

Source: Primary Data

The general agreement in this case is that the Organizational commitment will improve employee performance in Kampala international university that means there will be job security at my place of work; institute pays for staff medical insurance scheme. Institute pays our salaries in time,. Institution sponsors its employees for further studies, institution covers the burial expenses of any staff that dies, institution sponsors the children of the staff to study at KIU . And the standard deviation does not vary with the mean thus improvement in organizational commitment will improve employee performance of Kampala International University.

**Table 17: Regression analysis of the results**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	2.317	.129		17.943	.000
	Organizational Commitment	.450	.048	.619	9.433	.000

a. Dependent Variable: Employee performance

The results in table 19 show that Organizational commitment standardized regression coefficient (Beta) was statistically significant by Beta=0.619. t=9.433, P=0.000. This shows that change in Organizational Commitment leads to a positive change to the employee performance of Kampala International University of 61.9% and Organizational Commitment has a greater positive coefficient at value 9.433 than the standardized coefficients of value 0.619, hence it is

significant. Thus improvement, in the Organizational Commitment at Kampala International University would enhance employee performance. On the other hand a poor Organizational Commitment at Kampala International University would contribute negatively to the employee performance of the institution.

From the above table 15,  $Y = a + bX$ ; where  $Y =$  employee performance and  $X$  is Organizational Commitment. Therefore employee performance =  $2.317 + 0.45$  organizational commitment. On significance  $F (0.00)$  is less than  $0.05$  confirming the relationship between employee performance and organizational commitment. From table 15, coefficient (b) is positive which means that improvement in organizational commitment would increase the quality of employee performance in Kampala international University.

From the table above it implies that organisation commitment has a huge impact on employee performance at 61.9% it shows that KIU should uphold this key virtue thus not affecting employee performance. This also shows that for any institution to develop steadily organisational commitment should be held high. This shows an institution like KIU should endeavour to improve on this aspect as it has a massive impact on its employee performance.

**Table 18: summary of correlations**

		<b>Correlations</b>			
		Communication	TEAMWORK	Organizational Commitment	Employee performance
Communication	Pearson Correlation	1	.763**	.719**	.614**
	Sig. (2- tailed)		.000	.000	.000
	N	146	142	144	143
TEAMWORK	Pearson Correlation	.763**	1	.619**	.656**
	Sig. (2- tailed)	.000		.000	.000
	N	142	147	145	143
Organizational Commitment	Pearson Correlation	.719**	.619**	1	.619**
	Sig. (2- tailed)	.000	.000		.000
	N	144	145	149	145
Employee performance	Pearson Correlation	.614**	.656**	.619**	1
	Sig. (2- tailed)	.000	.000	.000	
	N	143	143	145	147

### Correlations

		Communication	TEAMWORK	Organizational Commitment	Employee performance
Communication	Pearson Correlation	1	.763**	.719**	.614**
	Sig. (2-tailed)		.000	.000	.000
	N	146	142	144	143
TEAMWORK	Pearson Correlation	.763**	1	.619**	.656**
	Sig. (2-tailed)	.000		.000	.000
	N	142	147	145	143
Organizational Commitment	Pearson Correlation	.719**	.619**	1	.619**
	Sig. (2-tailed)	.000	.000		.000
	N	144	145	149	145
Employee performance	Pearson Correlation	.614**	.656**	.619**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	143	143	145	147

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

From the table 20 above the results indicate that communication has a significant influence on the employee performance of Kampala International University (0.614\*\*, p<.000)

The results indicated that Team work positively influences the employee performance of Kampala International University (0.656\*\*, p<0.000)

The results indicated that Employee commitment has a big influence on the employee performance of Kampala International University (0.619\*\*, p<0.000).

A significant value of p=0.01 is generally accepted conventional level in social science research and it indicates that 90 times out of 100 we are sure that the correlation between the two variables is statically significant.

**Table 19: Overall regression analysis**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.723 <sup>a</sup>	.522	.512	.53243	.522	48.498	3	133	.000

a. Predictors: (Constant), Organization commitment, TEAMWORK, Communication

From the table 21 above, all the human relations and employee performance framework dimensions combined had R-squared (R) =52.2 or 52.2% (R<sup>2</sup> tell how the sub variables of independent variable explain variations of the dependent variable). This means that the independent variable (human relations) accounts for 52.2 % of the variations the dependent variable (employee performance). The findings suggest that the independent variable is positively related to the dependent variable by 52.2% other variables could account for the other variance in the employee performance.

Further more the study revealed from interviews with the staff that there is still a gap in terms of the employee performance offered at the institution. Some confessed that;

*“... There is still a need to recruit more manpower in the institution who are really competent to handle the work at large”. The present team is good but needs to be bolstered to improve our service delivery.*

From the table above its shows with a change of 52.2 % in respect to the independent variables (human relations) and the dependent variable (employee performance). This shows that the effect is great that is a change in human relations will greatly affect the employee performance of KIU.

This implies that KIU has to strongly uphold human relations so that employee performance is not affected.

**Table 20: Summary of overall regression analysis**

		<b>Coefficients<sup>a</sup></b>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.539	.180		8.555	.000
	Communication	.085	.084	.107	1.016	.312
	TEAMWORK	.388	.095	.389	4.079	.000
	Organization commitment	.217	.064	.305	3.409	.001

a. Dependent Variable: EMPLOYPERF

From the above table 22,  $Y = a + bX_1 + cx_2 + dx_3$ ; where Y= employee performance and X is human relations. Therefore employee performance = 1.539+0.85 communication+0.388 teamwork+ 0.217 organizational commitment. On overall significance F (0.312, 0.0, and 0.01) is less than 0.05 confirming the relationship between employee performance and human relations .from table 20, coefficient (b), (c) and (d) are positive which means that improvement in communication, organizational commitment and teamwork would increase the quality of employee performance in Kampala international University.

From the table above its shows with a unit change of dependent variable (employee performance) it results in 1.539 of the independent variables (human relations i.e communication, teamwork, and organizational commitment ) and this shows that the effect is significant that is a change in human relations will greatly affect the employee performance of KIU. This implies that KIU has to strongly uphold human relations so that employee performance in not affected.

## **CHAPTER FIVE**

### **SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary, conclusions and recommendations of the findings. These are done in accordance to the objectives which were to examine the Influence of communication on employee performance in Kampala International University, to explore how team work influences employee performance in Kampala International University and to establish the relationship between organizational commitment and employee performance in Kampala International University.

#### **5.2 Summary of the Findings**

The study established a number of findings and the summary of the findings are outlined here under;

This study is made up of five chapters. Chapter one includes the background of the study, statement of the problem, objectives, research questions, hypothesis of the study, scope of the study and significance of the study . Operational definitions of concepts and the conceptual framework. Chapter two focuses on the theoretical framework, review of related literature per objectives of the study, emerging gaps and summary of the literature review. Chapter three focuses on study design, area of Study and study population, sample size and sample selection, data collection methods and instruments, reliability and validity, data analysis and management. Regression analysis and measurement of variables. Chapter four analyses focuses on the interpretation of the findings and chapter five discusses the findings and gives conclusions and recommendations, limitations of the study and solutions and areas for further research.



## **5.3 Discussion**

### **5.3.1 The Influence of communication on employee performance in Kampala International University**

The study results revealed that there is a significant relationship between communication and employee performance of Kampala International University ( $r=.614$ ,  $P<.0.000$ ) Supporting the hypothesis that communication has a significant influence on the employee performance of Kampala International University. It is the opinion of the researcher that, for Kampala International University to improve employee performance improved communication strategies should be carried out so as to harness a high employee performance.

In addition, according to other researchers, some of whom have been referenced, communication enhances employee performance as well as driving to the best course of action which in turn improves performance of an organization Jorion; (1997), Max Wideman (1992), and Hiliman et al;( 2005). It is the view of the researcher that, proper communication ensures that the institutions corporations, projects and programmes do not move away from the targeted goals. A clear communication strategy protects the company from associated uncertainty; it turns uncertain events into certain outcomes and promises which in turn lead to improved performance.

The findings are also supported by Ducker et al; (1998) who states that communication enhances solutions to weakness and achieves agreed and reliable performance parameters. Communication boosts employee performance which resultantly improves business strategy. In addition Armstrong (1998) states that, communication improves company performance and enhances production of better results and outputs.

### **5.3.2 The Influence of teamwork on employee performance in Kampala International University**

The study results indicated that of the total respondents, 55% of the respondents were in agreement that the work is always done even if one staff member is on leave. 55% of the respondents were in agreement at their work place there is a right team climate.

The results indicated that there is a significant relationship between team work and employee performance at Kampala International University. It is the opinion of the researcher that Kampala International University should sufficiently carry team work so as to enhance employee performance at Kampala International University.

On the other hand. Employee inefficiency emerges when there is failure of counterparts to meet contractual obligations say in terms of taking responsibility of the teammate present in case of absence of a teammate in the department or organization.

This result is also supported by Hillman. (2005) who argues that teamwork gives the company the value in protecting its physical assets; the visioning and tooling to plan on budget at the desired quality.

In addition, Kerzner. (1998) supports the finding and contends that, teamwork avoids huge losses perceived, and develops and examines alternative options. He adds that delegation of work should be followed whereby the functions with the greatest probability of effect in case of absence of the required personnel.

The researcher notes however that, for the case of Kampala International University this practice could not be very difficult due to the fact that the activities involved have very similar characteristics, and balancing between them can be done by the available resources.

However, Wideman. (1992) suggest that teamwork development should be a continuous process used in all phases of the project. Teamwork should therefore be established as a continuing interactive function throughout the project life cycle.

### **5.3.3 The relationship between organizational commitment and employee performance in Kampala International University**

The results indicated that Organizational commitment has a big influence on the employee performance of Kampala International University. ( $r=.619$ ,  $P<.0.000$ )

This meant that there was a significant and positive relationship between and employee performance in Kampala International University.

This finding is corroborated by Oldfield, (1997), who states that, organizational commitment in organizations must start with the understanding that organizations exist for the purpose of building human resources and vice versa. He further states that organizational commitment is the process of defining and enhancing steps for it includes techniques and methods developed to build human resources.

Furthermore, Oldfield and Santomero, (1 997) argue that, organizational commitment eliminates risks that face entities, an in so doing, improve business survivability- organizational commitment enables building a block of approaching to offset unusual exposure, susceptibilities and vulnerabilities; such as diversification (Jorion, 1997). It is the opinion of the researcher that organizational commitment ensures that institutions are run in a manner that is consistent with markets best practices. Meyer and Allen ,1997 further Hislop 2003 briefly outlines some of the existing empirical data which reflect how general attitudes and behaviors at work have been shown by different levels of organizational commitment . First in relation to turn over,

research has shown that all forms of organizational commitment are positively related to the turnover behavior of staff (Mathieu and Zajac, 1990). Secondly in terms of attendance at work, research suggests that controllable absences are linked to levels of affective organizational commitment, where workers with high levels of affective organizational commitment are less likely to be absent, wherever possible compare with others(Mathieu and Zajac, 1990).

## **5.4 Conclusions**

From the fore mention discussion, the following conclusions are made;

### **5.4.1 Examining the Influence of communication on employee performance in Kampala International University**

The study reveals that communication helps companies to adapt and install approaches to deal with employee risks and also helps to uncover scenarios where such risks could occur. In addition communication provides a framework within which threats are managed. However, senior staff at Kampala International University should often examine situation in the institution at a particular time which would have otherwise helped them determine and classify' areas of potential risk likely to affect the institution and hence document the characteristics of each situation The study concludes that management had a weak communication strategy to identify all possible risks which may have significantly affected the organization employee performance in Kampala International University.

#### **5.4.2 To explore how team work influences employee performance in Kampala International University**

The study revealed that there is a significant relationship between team work and employee performance at Kampala International University. Thus supporting the hypothesis that teamwork has a significant influence on the employee performance of Kampala International University.

This therefore implies that there is a strong relationship between team work and employee performance at Kampala International University.

Team work practices utilized in the study include Work is always done even if one staff member is on leave, recruitment of multi-skilled employees., employees know more about each other. The correlation between team work and employee performance at Kampala International University revealed that 55% of the respondents were in agreement that the whether the work is always done even if one staff member is on leave. 55% of the respondents were in agreement at their work place there is a right team climate.

From the findings on team work and employee performance at Kampala International University., it can be concluded that there is a positive relationship between the variables. It implies that teamwork and employee performance practices are key in large firms with good management practices.

#### **5.4.3 To establish the relationship between organizational commitment and employee performance in Kampala International University.**

The study revealed that there is a significant relationship between organizational commitment and employee performance in Kampala International University. Thus supporting the hypothesis

that organizational commitment has a significant influence on the employee performance of Kampala International University.

Where the relationship between organizational commitment and employee performance is high, the management would play a crucial role to enhance employee development, institutions themselves need to overcome constraints that would impede their employee commitment.

Institutions should create the necessary policy, legal, and regulatory environment which should be supported by the establishment of effective information dissemination systems such as information reference bureaus to provide information on the credit employees.

This concludes that institutions like KIU should have keen interest in development organizational commitment hence improved employee performance.

## **5.5 Recommendations**

Communication in institutions is a key issue linked to system stability of any operation or project. Communication has and ever will be a key domain in all institution and therefore that means institutions should manage it by putting in place strong risk communication mechanisms. For organizations like Kampala International University, should bear in mind focusing on the macro prudential tools to address systemic vulnerabilities. This study makes the following recommendations.

### **5.5.1 Examining the Influence of communication on employee performance in Kampala International University**

The management of Kampala International University should focus on the environment in which it is operating by identifying all potential risks in the process and developing systematic communication criteria, the management should adapt and install approaches to uncover

Scenarios where effective communication should occur. This will provide a framework within which threats are discovered and planned for before they occur.

Kampala International University should frequently engage Information Communication Technology (ICT) Consultants with clearly defined terms of reference (TOR) notable among of which Should be: to systematically examine the loopholes in the their technological Components; map out the implications and lessons for the communication activities and design

### **5.5.2 Examining the Influence of teamwork on employee performance in Kampala International University**

The management of Kampala International University as a matter of urgency should decide on how to improve the team work of its employees as this is a key area which should not be neglected. This is because no risk is too small or too large not to have an impact.

Kampala International University management should frequently engage with team building Consultants and set clearly defined terms of reference (ToR) notable among of which Should be: to systematically examine the loopholes in the their team work skills; map out the implications and lessons for their team work activities and design alleviations. From this research, new skills of team building should be established with new stringent features. So to say, Kampala International University should adequately invest in team building and development. These consultants should also do topical briefings and debriefings occasionally to seat on the emerging trends of risks associated with new team building skills so that the staff are kept abreast with new developments.

This could be done by systematically establishing the team building sessions and other activities which bring together the different staff in the different departments.

Lastly, the Kampala International University management should not only be pre-occupied with communication and teamwork only, but also continuous learning and research on the emerging new Dimensions about employee performance and how they can be addressed. This will give the Kampala International University staff the scalability to respond to changing needs; evolution of new software for effective Governance, communication, compliance, monitoring and reporting.

### **5.5.3 To establish the relationship between organizational commitment and employee performance in Kampala International University.**

KIU should not relax thus leading to poor conditionality such as derogation of organizational commitment thus affecting employee performance. The insistence of the institutions sitting back since they have known they are doing a good job should not be taken a tool for moving ahead.

Institutions should put in place employee and organization systems to help them keep track the employee growth line. This also helps the institution to easily monitor employee performance levels thus avoiding poor performance setbacks.

### **5.6 Limitation of the Study and how they were addressed**

The study faced a problem of bias and response errors. This was due to the potential respondents who refused to answer questions and those who answered were very careful leading to a number of response errors. The study used a Lot of assuring of respondents that the information given was for academic Purposes only. Further the researcher avoided response errors by selecting



knowledgeable respondents. The study faced a problem of some people who did not return the questionnaires for one reason or the other but the researcher solved this by making sure that she took the questionnaires herself and waited for the feed back.

### **5.7 Areas of further research**

The research findings analyzed human relations and employee performance using a case study research. The interested future researchers could formulate hypotheses basing on the findings of this study using a different research design other than the case study. A future researcher could explore the relationship between human relations and employee performance in other institutions

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## APPENDICES

### Appendix I: questionnaire for KIU staff

Dear Respondent, I am undertaking a study on Human relations and Employee Performance a case of KIU. The purpose of the study is purely academic and your responses will be treated with utmost confidentiality. Kindly spare some time and answer the following questions as candidly as possible.

#### SECTION A: BACKGROUND INFORMATION OF THE RESPONDENTS (PLEASE TICK IN THE APPROPRIATE BOX)

1. Sex: Male  Female
  
2. Age: 20-30  30-40  40-50  60-70
  
3. Education  
Doctorate  Masters  Bachelors  Diploma
  
4. How many years have you worked in the university?
  - a) Below one Years
  - b) 2 to 4 years
  - c) 5 Years
  - d) 5 years and above
  
5. What level of management are you in the university?
  - a) Teaching staff
  - b) Administrative staff
  - c) Support staff

**For the following questions please respond by ticking in the right box where; 1= SD – Strongly Disagree, 2= D – Disagree, 3=NS- Not Sure, 4= A – Agree, 5= SA – Strongly Agree**

codes	<b>SECTION B: Communication</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Com 1	We have frequent departmental meetings	1	2	3	4	5
Com 2	Scheduled meeting are usually communicated to us in time	1	2	3	4	5
Com 3	My institution give feedback on employees performance	1	2	3	4	5
Com 4	Changes are communicated effectively	1	2	3	4	5
Com 5	My institution uses formal communication	1	2	3	4	5
Com 6	My institutions rules and regulations are communicated to all staff.	1	2	3	4	5
Com 7	My institution does induction for the new employees.	1	2	3	4	5
Com 8	My Institution gives clear job description to all the employees.	1	2	3	4	5
Com 9	My institution communicates through circulars and memos on a regular basis	1	2	3	4	5
Com 10	My institution communicates the likely changes to be made in the institute.	1	2	3	4	5
Com 11	We are informed when our salaries are to paid late.	1	2	3	4	5

### **SECTION C: Team work**

codes	<b>Team work</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
TW 1	My institution encourages team work	1	2	3	4	5
TW 2	We invigilate exams as a team	1	2	3	4	5
TW 3	There is better mutual relationship in my work place.	1	2	3	4	5
TW 4	Work is always done even if one staff member is on leave	1	2	3	4	5
TW 5	At my work place there is a right team climate	1	2	3	4	5
TW 6	My institution recruits multi-skilled employees.	1	2	3	4	5

TW 7	There are fewer conflicts in my institution.	1	2	3	4	5
TW 8	In my institution employees know more about each other.	1	2	3	4	5
<b>SECTION D: Organizational Commitment</b>						
Codes		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
OC 1	We have job security at my place of work	1	2	3	4	5
OC 2	Human Resources come first among all resources in the institute	1	2	3	4	5
OC 3	My institute pays for staff medical insurance scheme	1	2	3	4	5
OC 4	My institute pays our salaries in time.	1	2	3	4	5
OC 5	My institute gives employees salary loans	1	2	3	4	5
OC 6	My institution involves its employees in the formulation and implementation of the institution policies.	1	2	3	4	5
OC 7	My institution sponsors its employees for further studies	1	2	3	4	5
OC 8	My institution covers the burial expenses of any staff that dies.	1	2	3	4	5
OC 9	My institution sponsors the children of the staff to study at KIU	1	2	3	4	5
OC 10	We are paid regularly within timelines strictly adhered to	1	2	3	4	5
<b>SECTION E:Employee performance</b>						
Codes		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
OP1	The number of Graduation rates have gone high KIU	1	2	3	4	5
OP2	The University sponsors its lecturers to carry out research	1	2	3	4	5
OP3	My university has produced good publications	1	2	3	4	5
OP4	The enrollment rate of students per intake has multiplied	1	2	3	4	5
OP5	The rating of my University has improved	1	2	3	4	5
OP6	My institution has expanded by opening branches.	1	2	3	4	5
OP7	My institution has the capacity to run all the academic programmes	1	2	3	4	5
OP8	Employees report to work on time	1	2	3	4	5
OP9	Employees meet set dead lines	1	2	3	4	5



**Thank very Much**

**Interview schedule**

Dear respondent,  
Kindly spare some time to fill this guide that is aimed at study will be to establish the relationship between employee relations and employee performance at Kampala International University

What is your position at the university?

.....  
.....  
.....  
.....  
.....

How many years have you worked with this university?

- a) Below one Years
- b) 1 to 3 years
- c) 4 to 6 Years
- d) 7 years and above

**Communication**

How is communication done at Kampala International University?

.....  
.....  
.....  
.....

Does the institution communicate in time when there is valuable information that needs to be known?

Sometimes Yes

sometimes No

do not know

If yes, Please tell me how it is done.

.....  
.....  
.....  
.....  
.....

Do you think communication affects employee performance in KIU?

.....  
.....  
.....  
.....  
.....

If yes, how does communication affect employee performance?

.....  
.....  
.....  
.....  
.....

**Team work**

Is teamwork practiced in Kampala International University?

.....  
.....  
.....  
.....  
.....

If yes how is it encouraged among the staff of KIU?

.....  
.....  
.....  
.....  
Do you think that team work has an impact on employee performance in Kampala International University?

Yes  No  Do not know

If yes, what impact does Team work put on performance of employees in Kampala International University?

.....  
.....  
.....  
.....

**Organizational Commitment**

Do you think Kampala International University is committed to its employees?

Yes  No  Do not know

If yes how does KIU show commitment to its employees?

.....  
.....  
.....  
.....  
.....

How do you think KIUs level of commitment influences the performance of its employees?

.....  
.....  
.....  
.....

**THANK RESPONDENT AND CLOSE INTERVIEW**

## Appendix II: Budget for Research

No	Item	Quantity	Totalcost (UGx)
1	Training and facillitation allowance of resaerch assistants	2 @ 700,000	1,400,000
2	Stationary	Lumpsum	100,000
3	Photocopying data tools	Lumpsum	100,000
4	Data punching & coding	2 @ 100,000	200,000
5	Contigency	Lumpsum	200,000
	<b>GRAND TOTAL</b>		<b>2,000,000</b>

**Appendix III : Work plan and time frame for the Research**

TASK	TIMING				
	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY
Proposal writing & Designing Data Collection Instruments					
Proposal writing & Designing Data Collection Instruments					
Data Collection Entry, & cleaning					
Data Processing & Analysis					
Report Presentation					