



ORGANIZATIONAL FACTORS AFFECTING IMPLEMENTATION OF THE PUBLIC
PENSION SCHEME IN UGANDA: A CASE OF THE MINISTRY OF PUBLIC SERVICE

BY

OCHWO ANGELO

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SUPERVISORS:

DR. WILBERFORCE TURYASINGURA

MR. FRED ALINDA

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DECLARATION

I **Ochwo Angelo**, hereby declare that this is my original work and has not been published and/or submitted for any other degree award to any university or other institution of higher learning before.

.....

Date.....

APPROVAL

I sign this dissertation by Ochwo Angelo as proof that the submission is authorized

Dr. Wilberforce Turyasingura

Supervisor

Signed.....

Date.....

Mr. Fred Alinda

Signed.....

Date.....

Date.....

DEDICATION

This thesis is dedicated to my family, my wife, my son and parents for the encouragement and support they rendered to me during my study.

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ABSTRACT

This study assessed the effect of organizational factors (organizational environment, organizational leadership and organizational climate) on implementation of the Public Pension Scheme at the Ministry of Public Service of Uganda. A cross sectional survey design was employed to collect data from a sample of 140 respondents engaged in implementation, management and leadership of the pension scheme at the Ministry. The respondents were selected using purposive sampling and data gathered using a self-administered questionnaire and face-to-face interviews. The analysis utilized descriptive statistics mainly percentages and correlation analysis to determine variable relationships upon which inferences were drawn. The descriptive statistics revealed that the pension scheme is implemented under an unfavourable organizational environment, inadequate leadership and unconducive organizational climate as indicated by the majority of respondents. The unfavourable organizational environment, inadequate leadership and unconducive climate were confirmed by the correlation results to bear a significant and positive effect on implementation of the Pension Scheme. In light of the findings, the study concluded that implementation of the Pension Scheme is significantly affected by organizational environment, organizational leadership and organizational climate. It is therefore imperative that efforts or measures to improve implementation of the Pension Scheme, institute measures to address the identified organizational challenges. The management and leadership of the Pension Scheme need to provide adequate monitoring to the Pension Scheme implementation process and provide incentives beyond salaries to workers engaged in implementation of the Pension Scheme. In addition, refresher trainings for staff engaged in implementation of the scheme not only to equip them with skills and positive work attitudes but also revitalize and keep them up to the task.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

In recognition of the vital role pensions can play in enhancing job commitment, retaining employees in organizations, smoothing consumption during the lifetime of a person, insurance against longevity risks and mitigation against old age poverty, the Public Service Pension Scheme was introduced to benefit all retiring civil servants in central and Local Government service sectors including education, health, police and the judiciary. However, the scheme has not been effectively implemented necessitating research into the factors affecting its implementation. Based on insights from the organizational theory and program implementation framework, this study sets out to investigate the influence of organizational factors on implementation of the Public Service Pension scheme in the Ministry of Public Service. This chapter presents the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, hypothesis, the conceptual, justification, scope of the study and operational definitions.

1.1 Background

This section presents the historical, theoretical, conceptual and contextual background of the study. The historical background identifies the history of the pension scheme in Human Resource Management literature and in Uganda. The theoretical background identifies the theory which underpinned the study with focus on assumptions and justifications. The conceptual background defines the variables under study with focus on the link between organizational factors and pension scheme implementation. Finally, the contextual background presents the contextual issues in implementation of the pension scheme focusing on its

objectives, the implementation process and prevailing challenges which eventually open insight into the study problem.

1.1.1 Historical background

Pensions remain highly recognized as one of the ways for attracting, retaining and enhancing job commitment of employees in organizations (Nyakundi, 2010; Barr and Diamond, 2008; MoPS, 2014). In Uganda, the relevance of pensions in recruitment and retention of employees in the public services sector is underscored under the Public Sector Strategic Plan. Pensions aim at achieving the following objectives, i.e. (i) consumption smoothing during the lifetime of a person (ii) insurance against longevity risks (iii) reduction of old age poverty and (iv) redistribution either between generations or from those who have to the less privileged in the society through taxes (Barr and Diamond, 2008).

The Public Pension Scheme date back in the colonial times in 1939 when the scheme was established by the colonial administration to cater for the retirement and social security needs of employees in the Public Service who were mainly European and Asiatic. Later in 1946, the scheme was expanded to cover the indigenous African employees in the Civil Service. The teaching service on the other hand had operated a Provident Fund Scheme until July 1963 when the Teachers Pension Scheme was established. In 1994, the Teacher's scheme was merged with the Public Service Pension scheme under the pension amendment Statute No.4 of 1994. In 1995, the beneficiary age of pension was raised from 55 to go 60 years. In addition, the indexation was changed from price to salaries and the base value for calculating the pensions changed from 1/600 to 1/500. And in 1998, the severance package was introduced. To date, the scheme is a Defined Benefit, non-contributory and fully sponsored by Government through budget allocations from the Consolidated Fund on a non-funded, pay-as-you-go basis (MoPS,

2014). However, its implementation has faced a number of challenges including persistent budget constraints, governance problems, lack of long term financial sustainability, unpaid pension earlier among others (MoPS, 2014).

Other secondary objectives of the pension system include enabling economic growth specifically in a given country. A pension system should be inclusive and provide adequate, affordable, sustainable, and robust benefits (Hozmann and Hinz, 2005).

Uganda has since ratification of the International Convention on Economic Social and Cultural Rights (ICESCR) in 1987 recognized the right of everyone to social security and social insurance. In a bid to realize this right, the country is implementing various pension schemes in provision of a replacement of income to citizens who lose their regular income owing to old age, disability or death of an employee who has been formally earning a salary or wage. The Pensions Act (cap 281) establishes the Public Service pension scheme through which all retiring civil servants in central and Local Government service sectors i.e education, health, police and judiciary are mandated to access pension services.

The scheme is funded by Government tax revenues and provides a generous full pension based on gross salary with an accrual factor of 2.4% multiplied by the number of years in service capped at 89% of final gross salary. It currently covers a population of 300,000 workers and pays pensions to 52,000 retired officers excluding those in local authorities (Kunsa, 2009).

1.1.2 Theoretical background

The study adopted the organizational theory (Klein and Sorra, 1996) which has widely been used to study determinants of implementation effectiveness from an organizational perspective across a variety of programs including health (Weiner et al., 2008). The theory is premised on three reasons. First program implementation rests in the hands of a few individuals, usually senior managers (Linan et al. 2002). Secondly, program implementation is a collective endeavor; it is not something that individual employees can do independently or without assistance. And thirdly due to job specialization and task interdependence, implementation activities must be coordinated and synchronized for employees performing different implementation functions. The theory stresses the relevance of organizational issues to effective program implementation. These are broadly categorized into organizations' readiness for implementation, appropriateness of organizational policies and practices as well as supportiveness of organizational climate (Klein and Sorra, 1996). However, since organizations readiness is considered a means of putting in place organizational policies and practices (Klein and Sorra, 1996), it puts the policies and practices as well as organizational climate at the center of effective program implementation.

The organizational policies and practices collectively include plans and strategies regarding training and technical support, rewards or incentives, persuasive communications, end-user participation in decision making, workflow or workload changes, alterations in staffing levels or mix, reporting relationships, monitoring and enforcement policies/procedures (Weiner et al. 2008). They partly shape the organizational climate which can foster or deter program implementation (Schneider, 1990; Reichers, 1990).

In view of Linnan et al. (2005) and Finkelstien et al. (2007) a strong implementation climate is necessary to promote compliant actions through creation of normative pressure or provision of explicit incentives and or penalties. A favorable implementation climate is characterized by employees' collective sense of the program priorities, means of achieving them as well as benefits and sanctions associated with achievements or non-achievements (Schneider, 1990; Reichers, 1990). Organizational climate is built on employees' knowledge and skills as well as motivation. The knowledge and skills depend on employees' access to quality training, technical assistance all of which are determined by the organization's policy environment and coordination among staff. Employees' motivation depends on work incentives and implementation feedbacks which are also determined by the organization's policy environment (Nord and Turker, 1987; Klein and Sorra, 1996). The organizational factors identified under the organizational theory could similarly influence implementation of the Public Pension Scheme which is implemented by the Ministry of Public service with clear set objectives to be realized.

1.1.3 Conceptual background

The public pension scheme is a steady and regular income paid to retiring civil servants in central and Local Government service sectors including education, health, police and judiciary under legal or contractual terms established in the Pensions Act (cap 281). The analysis of organizational factors influencing implementation of the public pension scheme is based on the program implementation framework by Bertram, et al. (2011) and modified by the researcher following the constructs of the organizational theory on effective program implementation from the perspective of organizational analysis. This framework has also been called "core implementation components" (Bertram, *et al.*, 2011; Fixsen *et al.*, 2009). The model defines implementation as putting the program plan and activities into action for achievement of desired outcomes. Achievement of this depends on organizational drivers including competence

and leadership (Bertram, *et al.*, 2011; Fixsen and Bailey, 2012). Similarly, Klein and Sorra, (1996) and Weigner et al. (2008) identify organizational factors as crucial for effective program implementation. They identify three dimensions of organizational factors. These are organizational readiness, organizational policies and practices as well as organizational climate. However, organizational readiness can be considered a means of putting in place organizational policies and practices. This study therefore conceptualizes the factors likely to influence implementation of the pension scheme into organizational environment, organizational climate and organizational leadership.

Organizational environment is characterized by; (i) policies, strategies and plans which provide for knowledge and skill building opportunities such as training or coaching as well as motivational incentives such as rewards and penalties; (ii) adequate staff numbers and; (iii) performance monitoring and evaluation with feedback to employees (Klein and Sorra, 1996; Weigner, 2008).

Organizations need a highly supportive climate to promote compliant actions. A supportive climate is characterized by employees' collective sense of the program priorities, means of achieving them as well as benefits and sanctions associated with achievements or non-achievements. This is built on employees' knowledge and skills as well as motivation which depend on employees' access to training or coaching opportunities (Klein and Sorra, 1996; Weigner, 2008). Similarly, Bertram, *et al.*, (2011) stresses the relevance of organizational climate to program implementation and links this to the organization's policy environment.

In view of Bertram, *et al.*, (2011), organizations further need a high level of technical leadership. This is necessary to guide development of policies and practices, direct, monitor

and evaluate effectiveness of training and coaching functions; give feedback to employees and ensure implementation of performance measures or incentives.

1.1.4 Contextual background

The Ministry of Public Services is mandated with the implementation of the public pension scheme in Uganda. However, it is evident that the public services pay and pension scheme is facing challenges that bear implications on its effectiveness. Nyakundi(2011) observes that the scheme faces the challenge of sustainability and affordability on the supply side due to reliance on government tax revenues with no contribution from employers. He recommends a reformation of the scheme from this state to a pre-funded scheme on either defined benefit basis or defined contributory scheme upon which employees would make regular contributions to the scheme targeting to finance the promised benefit. The Audit Report of 2010 evidences critical gaps in the implementation of the pension scheme. The report observes that in the period between 2006 and 2009, pension applications took 14 months contrary to the 2 weeks desired period while assessment and verification of pension files took 12 and 2 months respectively contrary to the 1 month desired period. Besides, the audit established errors in record keeping and approval of pension claims. The report further identifies huge queries on pension files and delays in responding to these queries (OAG, 2010; MoPS, 2010). The queries not only halt pension processing but also translate into a financial burden of processing pensions on the side of clients. The delays in pension processing at all stages, gaps in the PIMS and errors in record keeping and approval of pension claims amounts to irregularities in pension processing which should be addressed to improve implementation of the scheme. Ideally, addressing these gaps necessitates effective measures which should be informed by a clear understanding of the factors that influence implementation of the scheme.

Notably, these challenges prevail despite a variety of measures instituted to improve implementation of the scheme. First, a pre- verification unit was instituted to verify pension applications before subjecting them for further scrutiny. Secondly, a one-stop centre was instituted to update clients on the status of their applications including queries raised during verifications and payments. It is therefore imperative to investigate the factors influencing implementation of the scheme.

1.2 Problem statement

Pensions remain highly recognized as one of the ways for attracting, retaining and enhancing job commitment of employees in organizations. In Uganda, the Ministry of Public Service has since 2007, implemented the Pension scheme to benefit all retiring civil servants in central and Local Government service sectors including education, health, police and the judiciary. To foster implementation of the scheme, the MoPS instituted a pre- verification unit to verify pension applications before subjecting them for further scrutiny (MoPS, 2014). Secondly, a one-stop centre was instituted to update clients on the status of their applications including queries raised during verifications and payments. Despite these interventional measures, prevailing evidence indicates that scheme has been ineffectively implemented (OAG, 2010; MoPS, 2010). For example, the Auditor General report observes that a pension application takes 14 months contrary to the 2 weeks desired period. Besides, contrary to one month provided for assessment or verification of pension files, the ministry was observed to take 12 and 2 months for the respective activities. Besides, the audit establishes errors in record keeping, approval of pension claims, huge queries on pension files and delays in responding to these queries (OAG, 2010; MoPS, 2010). This state in implementation of the public pension scheme potentially undermines its performance which could ruin its credibility and relevance.

If not addressed it this situation will de-motivate potential employees from joining the public service sector or even contribute to loss of the current workforce to the private sector. It necessitates empirical evidence to understand the implementation drivers and barriers to inform strategic measures for implementation improvement. The framework of program implementation by Bertram, et al. (2011) and the organizational theory gives insight into organizational factors (organizational environment, organizational climate and program leadership) among the critical factors likely to affect program implementation at organization level. This study therefore explored these factors to establish the extent to which they affect implementation of the public pension scheme in the Ministry of Public Service of Uganda.

1.3 General objective of the study

The general objective of the study was to establish the factors affecting implementation of the Public pension scheme in Uganda.

1.4.1 Specific objectives of the study

The specific objectives were:

1. To establish the extent to which the organizational environment affects implementation of the public pension scheme in the Ministry of Public Service, Uganda
2. To establish the extent to which the organizational leadership affects implementation of the public pension scheme in the Ministry of Public Service, Uganda

To determine the extent to which the organizational climate affects implementation of the public pension scheme in the Ministry of Public Service, Uganda

1.5 Research Questions

The study sought to answer the following research questions:

1. To what extent does the organizational environment affect implementation of the public pension scheme in the Ministry of Public Service?
2. To what extent does the organizational leadership affect implementation of the public pension scheme in the Ministry of Public Service?
3. To what extent does the organizational climate affect implementation of the public pension scheme in the Ministry of Public Service?

1.6 Hypotheses

The analysis in this study tested the following hypotheses:

1. The Organizational environment significantly affects implementation of the public pension scheme in the Ministry of Public Service.
2. The Organizational leadership significantly affects implementation of the public pension scheme in the Ministry of Public Service.
3. The Organizational climate significantly affects implementation of the public pension scheme in the Ministry of Public Service.

1.7 Conceptual framework for the study

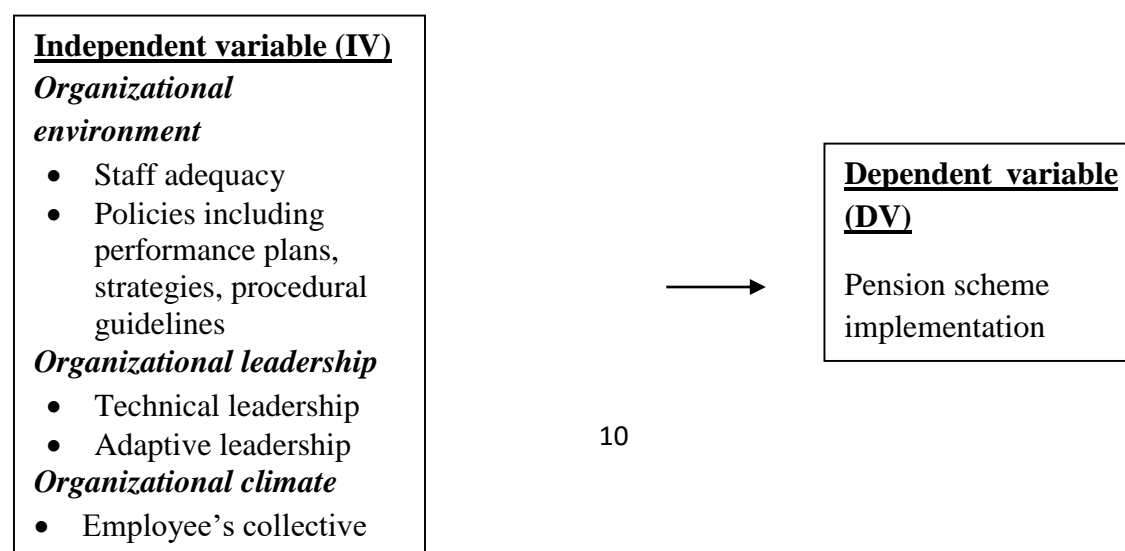


Figure 1.1: Conceptual framework for studying organizational factors affecting implementation of the public pension scheme.

Source Adopted from Bertram, et al. (2011) and modified by the researcher based on the organizational theory constructs stressed by Linnan et al. (2005) and Finkelstien et al. (2007)

The objective of the Ministry of Public Service in regard to the pension scheme is to ensure timely payment of pension claims. This characterizes effective implementation of the pension scheme in this study. Contributing to realization of this objective are a variety of organizational factors as conceptualized from Bertram, et al. (2011) frame work of program implementation and modified by the researcher following the constructs of the organizational theory on effective program implementation from the perspective of organizational analysis. This study conceptualizes effective program implementation to be dependent on organizational environment, organizational climate and organizational leadership.

More specifically, effective implementation of the pension scheme will necessitate a conducive organizational climate characterized by motivated employees with a collective sense of the pension scheme priorities, means of achieving the objectives of the scheme as well as associated benefits and sanctions. Besides, the Ministry should have adequate staff and well institutionalized policies including performance plans, strategies and procedural guidelines for effective implementation of the pension scheme. This is what defines the organizational

environment. Above all, there should be supportive leadership to oversee implementation of the scheme as per the set standards, procedure and guidelines.

1.8 Justification of the study

Despite the relevance of the pension scheme in attracting, retaining and enhancing job commitment of employees in organizations (Nyakundi, 2010; Barr and Diamond, 2008; MoPS, 2014), implementation of the scheme in Uganda faces critical challenges which compromise its performance and necessitates a study to identify the factors at play. The evidence is much needed given the missing empirical data on what affects implementation of the pension scheme in the Ugandan context. The study further gains relevance from the fact that it seeks to generate evidence to guide measures by MoPS to address poor performance in implementation of the pension scheme.

1.9 Significance of the study

Understanding why the pension scheme is underperforming in terms of implementation is deemed important to develop interventional measures to enhance its effectiveness and efficiency and harness its potential contribution to attracting, retaining and enhancing job commitment of employees in public institutions. There were three motivations for the study.

Firstly, the Government of Uganda, through the MoPS is currently concerned about improvement in effectiveness and efficiency of service delivery. Findings from this study should be able to guide interventional measures by MoPS to improve implementation of the pension scheme. Specifically, the study sought to identify critical organizational factors that impede implementation of the pension scheme upon which MoPS can institute strategic measures to address the challenges and improve implementation of the scheme. The findings

of the study advances the available body of literature on the significance of organizational factors in influencing implementation of initiatives in the context of service delivery in the public service sector.

1.10 Scope of the study

The study covered pension management departments in the Ministry of Public Service located in the central division of Kampala district in Uganda. The choice for this ministry is premised on the fact that it is an institution mandated to manage and oversee implementation of the pension scheme.

Contextual wise, the study investigated the factors hypothesized to affect implementation of the pension scheme from the perspective of staff and in the dimensions of organizational climate, organizational environment and organizational leadership at the MoPS.

Regarding time scope, the study drew to the year 2007, the period since the initiation of the reforms in the current pension scheme up to date. The choice for this period is premised on the fact that implementation since this period has continued to face challenges.

1.11 Operational definitions

Pension: A steady and regular income paid to a person, usually after retirement or end of service rendered to the Public Service under legal or contractual terms.

Implementation: Putting the planned activities and overall Public pension scheme agenda into action for achievement of desired outcomes measured in terms of timely payment of pension claims to pensioners

Pensioner: A person who has retired and is collecting pension

Organizational factors: This refers to the attributes of an organization that shape the actions of employees involved in execution of the plan and tasks under the Public pay and pension scheme. These are categorized into the organizational environment, organizational climate and organizational leadership.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the reviewed literature on organizational factors and program implementation. It presents a theoretical review and conceptualization of effective program implementation and influencing factors including the organizational leadership, the organizational environment and the organizational climate. The chapter ends with a summary of the literature identifying the research gap.

2.1 Theoretical review

An implementation theory predicts or explains implementation success. It explains how or why implementation activities generate observed or desired program outcomes. In view of Weiner et al. (2008), the organizational theory is quite appropriate for organizational level analysis of the factors that influence program implementation. Weiner et al. (2008) presents a perspective of implementation of a comprehensive worksite health promotion program. Three reasons are provided for fitness of the organizational theory. First, program implementation rests in the hands of a few individuals, usually senior managers (Linan et al. 2002). Secondly, program implementation is a collective endeavor; it is not something that individual employees can do independently or without assistance. And thirdly, due to job specialization and task interdependence, implementation activities must be coordinated and synchronized for employees performing different implementation functions. The theory stresses the relevance of organizational issues such as administrative coordination, resource allocation and technical support to program implementation. Similarly, this study views the pension scheme as a program whose implementation should be affected by organizational issues in the Ministry of Public Service.

The theory views effective implementation as a function of the organization's readiness for change, the quality of the implementation policies and practices that the organization employs and the climate for implementation. Program outcomes result from effective implementation provided the innovation was initially efficacious and remains so during implementation. Implementation outcomes, in turn, have implications for continuing and future implementation efforts.

Organizations which are posited to exhibit high readiness for change are more likely than those that exhibit low readiness for change to initiate the changes in organizational structures, policies and practices that are necessary to support innovation use and to do so more effectively. Implementation policies and practices refer to the plans, practices, structures and strategies that an organization employs to put the innovation into place to support innovation use (Klein and Sorra, 1996). Some implementation policies and practices are temporary measures that intentionally or naturally disappear when the organization reaches desired levels of program outcomes. They include training and technical support, rewards or incentives, persuasive communications, end-user participation in decision making, workflow or workload changes, alterations in staffing levels or mix, new reporting relationships and/or documentation, monitoring or enforcement policies/procedures (Weiner et al. 2008).

Execution of program activities is rewarded supported and expected (Klein and Sorra, 1996). Through interactions with each other and with implementation policies and practices, targeted employees develop a collective sense of the organization's priorities and sanctioned means for achieving those priorities (Schneider, 1990; Reichers, 1990). In view of Nord and Turker (1987), implementation climate can be strengthened through engaging employees in decision

making about innovation design and implementation, access to quality training and technical assistance all of which enhance knowledge and skills. Besides, implementation climate can be further strengthened through provision of incentives for use and providing implementation feedback all of which enhance motivation. In view of Linnan et al.(2005) and Finkelstien et al. (2007)a strong implementation climate is necessary to promote compliant actions through creation of normative pressure or provision of explicit incentives and or penalties.

2.2 Relevance of pensions

Previous studies (Nyakundi, 2010; Barr and Diamond, 2008; MoPS, 2014)stress the relevance of occupation pay and pension schemes in attracting, retaining and enhancing job commitment of employees in organizations. Generally the studies identify the pension scheme as relevant in recruitment and retention and retention of employees. In Uganda, the relevance of pay and pensions in recruitment and retention of employees in the public service sector is underscored and implemented under the environment of no precise evidence on the constraints to its implementation,its effectiveness and how it is valued in the perspective of its target beneficiaries (MoPS, 2014). The business rationale of providing pension is that employees must appreciate while employers need to benefit from occupational pension schemes.

2.3 Conceptual review on organizational factors which influence implementation

2.3.1 Effect of organizational environment on implementation

Fixsen, et al. (2005) stresses the relevance of organization drivers for quality program implementation. In their view, employees need a hospitable implementation environment in which the organization's culture and climate is shaped. Similarly, Bertram et al. (2011) asserts that employees in an organization need a conducive organizational environment characterized by favorable policies, adequate human and technical resources and adequate human resources

to ensure that staff can handle manageable workloads. Further still, program leaders need to closely supervise tasks and frequently review work progress to ensure quality implementation. Bertram et al. (2011) introduces another dimension of organization drivers broadly referred to as facilitate administration. This is characterized by frequent and consistent monitoring of implementation quality and fidelity as well as Support Data System which provides timely, valid information to shape decision making for implementation improvement. As well as improvement in implementation of all other drivers. To achieve this, active engagement of all influential persons in the implementation system is crucial. The persons create, facilitate, and sustain necessary policies, practices, or funding mechanisms. However, Bertram et al. (2011) further observe that some organizations lack data systems which negatively affect program implementation.

2.3.2 Effect of organizational leadership on implementation

Bertram (2011) observes that implementation is a complex process that faces challenges that require solutions which necessitate either technical or adaptive leadership or both. When pre-determined at program initiation, technical leadership is required to provide support to the implementation process. However, with less certainty about the problems and agreement about solutions, adaptive leadership is required. In support of this, Daly and Chrispeels (2008) and Waters et al. (2003) assert that adaptive leadership strategies are needed in complex conditions to identify the challenge and convene groups that work to understand that challenge, and to then develop consensus based on group learning. Overall, there is general consensus that leadership is vital to guide implementation of competence and organization drivers (Fixsen et al., 2009; Heifetz and Laurie, 1997; Heifetz and Linsky, 2002). For example, once established, staff selection criteria and processes or decision support data systems (an organization driver)

should rely on routine and clear procedures or resolving procedural problems related to these implementation components would call for technical forms of leadership.

To be effective, staff development approaches (training and mentorship) should not be adhoc but rather institutionalized and evidence-based. Training should not target further education credit but rather target to ensure continuity of model knowledge (Fixsen et al., 2009). This argument underscores the need to continuously evaluate employee selection, training and coaching functions to ascertain their effectiveness and generate evidence to inform decisions for implementation improvement measures (Bertram, et al., 2011). Similarly, competence drivers will be more effective when supported with organizational drivers which offer facilitative administrative practices (Bertram, et al., 2011).

2.3.3 Effect of organizational climate on implementation

Organizations need a highly supportive climate to promote compliant actions. A supportive climate is characterized by employees' collective sense of the program priorities, means of achieving them as well as benefits and sanctions associated with achievements or non-achievements. This is built on employees' competence i.e knowledge and skills as well as motivation which depend on employees' access to training or coaching opportunities (Klein and Sorra, 1996; Weigner, 2008). Similarly, Bertram, *et al.*, (2011) identifies the relevance of competence to program implementation. The author broadly stresses the need for organizational competence for implementing the program so as to realize outcomes sustainably. Competence is built through selection of appropriate staff, training, coaching and performance assessment. For effectiveness, the competence building function needs to integrate appropriate selection of employees, training and coaching. In argument, not every candidate hired or reassigned will have a complete or fully developed set of model-pertinent

knowledge and skills. Pre-service training may compensate for less developed abilities at the point of hire, but everyone will not develop knowledge and skills to the same degree from participation in training. Coaching therefore, can compensate for post-training deficits when integrated with training (Bertram, et al., 2011).

Training and coaching are crucial for behavioral change. They help to develop a shared knowledge of population characteristics, the rationale for choosing the program model, model definition, including its key elements, activities and phases, philosophy, values, and the theory base(s) supporting them, as well as the program model's theory of change.

Coaching should support staff in trying out new skills or abilities. It is especially important to provide this support during initial implementation when they are likely to be uncomfortable and awkward as they implement the new practice. Staff at every level must be encouraged to persist in developing new capabilities rather than reverting to previous approaches that are more comfortable but not as effective.

Performance assessment establishes how well the competence drivers of staff selection, training, and coaching are operating and performing (Shoenwald, et al., 2004). For example, is training provided as planned and intended? Are pre and post training tests integrated with an individualized plan for coaching further development of staff knowledge and skills? Is coaching occurring as scheduled, and is it recursive to training content, and informed by model pertinent case data and observations of practice? With such data, the effectiveness of staff selection, training and coaching can be assessed. These data may suggest administrative issues or concerns as well as system level factors that need to be addressed because they constrain achieving model fidelity or population outcomes. Thus, performance assessment should inform

continuous quality improvement of both organization drivers and competence drivers of implementation (Bertram, et al., 2011; Shoenwald, et al., 2004).

2.4 Summary of the literature

The literature identifies critical organizational factors likely to affect implementation of any program to achievement of desired results. Based on the organizational theory and the program implementation framework, the factors identified can be categorized into organizational leadership, organizational environment and organizational climate. These have been observed to affect program implementation in the context of other programs like health rather than the Public Pension Scheme. There is need to study the factors influencing implementation of the Public Pension scheme in the Ministry of Public Service of Uganda, a gap which this study seeks to fill. The organizational factors identified in the literature provided a guiding framework for analysis of the factors in this study.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the study methodology that was used to obtain primary and secondary qualitative data for the study. It presents the study population, sampling techniques, sample size, data types and collection methods. The chapter further presents the data analysis procedure that was employed to generate results upon which inferences were made on the entire population under study.

3.1 Research design

A case study research design was used. The choice for this design premises on the fact that the study seeks to examine issues of the problem in the set up of an organization and perspective of employees. According to Amin (2009) allows the researcher to do a detailed exploration of the study phenomena. A survey was conducted on staff in the Ministry of Public Service to gather data on factors hypothesized to affect implementation of the public pension scheme. The survey further ensured that the study is conducted efficiently within available resources (time and funds). The descriptive analysis generated quantitative evidence which according to Mugenda and Mugenda (2003) is less subjective to bias and would in this study, yield more reliable results on the pertinent factors under investigation. The quantitative analysis was backed up with qualitative analysis to provide a more comprehensive understanding of the factors affecting the implementation of the pension scheme.

3.2 Study population

The Ministry of Public Service engages a total number of 230 technical staff in management/ leadership and administration of pay and pensions directly in the Department of Compensation and indirectly across other departments i.e Department of Human Resource Management, Department of Management Services and the Department of Public Service Inspection. The two Departments of compensation and Public Service Inspections are headed by a Commissioner and Assistant. The department of Human Resource Management is headed by a commissioner and 4 assistants. The Department of Management Services is headed by a commissioner and 3 Assistants. This makes a total of 13 commissioners across the four departments. In addition to these senior officers, there are several technical staff (approximately 217) across the four departments which were covered in the study (MoPS, 2014).

In addition to these staff, the study also ascertained other key stakeholders which the Ministry partners with in implementation of the scheme. The actual number of relevant officers was established and included in the study population. This population was targeted for an interview. These operate from the departments of Human Resource Management and pensions, the pension verification unit, the pension information unit, the accounting office and the office of the Permanent Secretary. The choice for these categories of employees or staff is premised on the fact that by virtue of their engagement in the pension scheme, they are adequately knowledgeable on implementation aspects of the scheme and could therefore provide useful information to inform the study.

3.3 Sample size and selection

The study utilized a sample size of 140 respondents engaged in implementation, management and leadership of the pension scheme at the Ministry of Public Service. These were selected across the four ministry departments already highlighted in section 3.4. The sample size has been determined using the approach recommended by Krejcie & Morgan (1970) presented in Appendix 1. This sample size was appropriate to carry out the analysis and generate precise evidence. The sample size represented all categories of respondents as indicated in Table 2.

Table 3.1: Target respondents and sample size

| Category of respondent | Target population | Sample size | Sampling method |
|-----------------------------------|-------------------|-------------|--------------------|
| Commissioners and Assistants | 13 | 8 | Purposive sampling |
| Technical staff in departments | 217 | 130 | Purposive sampling |
| Leaders-PS, minister and deputies | 4 | 2 | Purposive sampling |
| Total | 230 | 140 | |

The sub-samples i.e sample sizes in each category have been determined using purposive sampling. This approach according to (Amin, 2009) involves selecting individual from the study population with bias to particular attributes of interest in the study to ensure that they are represented in the sample. In this study purposive sampling was employed to ensure representation of the different of stakeholders and staff across departments in the Ministry.

3.4 Sampling procedure

A list of all staff across all the categories was obtained from the human resource office. Purposive sampling was employed to ensure respondents are selected from across all categories of staff. The objective is to allow a multi-dimensional view of the factor under investigation to

enhance validity of results which can be achieved by interviewing staff performing different roles and at different levels along the pension implementation process.

3.5 Datatypes and collection methods

The study utilized mainly primary data. To a minimal extent, secondary data was collected.

3.5.1 Data types

Data on staff competence entailed the knowledge and skills of staff engaged in pension implementation and management. It also entailed staff development strategies like access to training and coaching. Of interest was to establish the extent to which the pension management process is run and managed by competent staff; whether the human resource policy provides for staff development strategies like training and coaching and the extent to which the staff access these opportunities. In addition, the data elicited on the extent to which respondents perceive staff competence to be affecting implementation of the public pension scheme. The organizational environment explored availability and implementation of performance management policies, guidelines and procedures. It also explored availability, implementation and effectiveness of the supervision, monitoring and evaluation function. Regarding the organization leadership, data explored availability, functionality, and effectiveness of the technical and adaptive leadership function.

3.5.2 Data collection methods

The study employed both qualitative and quantitative methods of data collection. These include researcher administered questionnaire and Interviews

Questionnaire

The questionnaire was used to collect quantitative data. It was standardized to avoid distortion of responses. The questions were brief, precise and semi-structured. Very few open ended

questions were provided to ensure that a clear understanding and validation of structured responses (Grill & Johnson, 2001). The questions were designed covering the entire scope of independent and dependent variables exploring the perceptions of respondents regarding implementation of the pension scheme and influence of organizational factors.

Interview

Semi structure interviews approach were used to collect qualitative data. This method according to Mugenda & Mugenda, (1999) allows gathering of more comprehensive information which would not be obtained using a questionnaire. The interviews were conducted on commissioners of the ministry and leaders including ministers and Permanent Secretary. The respondents were asked questions in order to find out their views to enable the researcher solicit comprehensive information on the issues of interest under study and as arising from the responses (Denscombe, 2000).

3.6 Data collection instruments

The data was collected through face-to-face interviews on selected respondents. An interview guide was used (Appendix 2).

3.6.1 Questionnaire

Since the study employed a mixed methods approach, a semi structured questionnaire was administered to the respondents. The semi-structured questionnaire contained close ended questions which according to Amin (2005) are items which call for closed responses. The questionnaire was administered using research assistants. The questions were measured on a linkert scale, the perceptions of respondents regarding implementation of the pension scheme and the influence of organizational factors.

3.6.2 Interview guide

This was designed to allow respondent's views regarding the issues under study without clues to the answers given. They provide for greater depth of responses where respondents give their personal views and attitudes about the objectives of the research(Amin, 2005). The interviews were administered by the research assistants. The interview guide has been attached (Appendix 3)

3.7 Quality Control

3.7.1 Validity of research instruments

Validity of an instrument is the extent to which a research instrument measures what it is supposed to measure. The study ensured that the data collection instruments are well designed to gather relevant and accurate data. The questions were checked for ambiguity, clarity, and relevance to ensure construct, content and face validity. To achieve this, the questionnaire was reviewed by the supervisors to this research study and pretested on target respondents.

Content validity was measured by the Content Validity Ratio (CVR). The CVR was expressed as $(ne - N/2) / (N/2)$: Where CVR= Content validity Ratio, ne = number of subject matter panelists indicating "essential", and N = total number of subject matter panelists. The computed CVI 0.83 exceeding the 0.6 recommended byNunnally (1967) for an instrument to be valid be considered.

3.7.2 Reliability

Reliability refers to how consistent a research procedure is in order to obtain information, (Mugenda&Mugenda, 2003). To ensure the above, the study made use of the internal consistency reliability method specifically cronbach co-efficient alpha in SPSS. The procedure identified the tenth Respondents (not part of the study) to test the instrument. The score obtained was 75% exceeding the 50% recommended by Amin (2005) for the tool to be reliable. Besides, the questionnaire and interview guide were pretested on some respondents to check for clarity, ambiguity of questions and duration of interviews upon which adjustments were made to improve the instruments.

3.8 Procedure of data collection

Following successful proposal defence, permission to collect data was obtained from the School of Civil Service, Public Administration and Management of UMI. Data collection Assistants were then be trained on how to effectively administer the questionnaire. And once in the field, permission to interview the staff were first be sought from the relevant Authority within the Ministry of Public Service.

3.9 Data analysis

In line with the qualitative and quantitative data to be collected, the analysis employed both quantitative and qualitative data analysis methods as elaborated below.

3.9.1 Quantitative data analysis

Quantitative data was entered in SPSS from where it was analysed. Descriptive statistics, mainly percentages were generated. Depending on whether the respondents agreed or disagreed with the statements elicited in the questionnaire, the percentages of respondents who perceived

a particular factor to affect implementation of the public pension scheme was obtained. The difference in percentages was tested for statistical significance at 5% significance level. Results were presented in graphs and tables to ease interpretation.

3.9.2 Qualitative data analysis

For qualitative data, the initial stage was a quick analysis of data on emerging issues. The handwritten notes were assembled together and typed into a word processing program-Microsoft word. The data was thoroughly read and manually analyzed for content and recurrent themes in the texts based on the key themes, phrases, quoted verbatim or statements were derived in accordance with the objectives of the study and used to build arguments or explain the quantitative responses.

3.10 Measurement of variables

Implementations of the pension scheme were measured by a number of applications processed and claims paid in time. The independent variables including staff competence, organizational environment and leadership factors were measured from a stakeholders' perspective. Respondents indicated the extent to which they agree or disagree with some statements testing prevalence of positivity or negativity of these factors as well as their effect on implementation of the public pension scheme. The responses were indicated on a 5-point linkert scale (*1= strongly disagree, 2= disagree, 3 =neither agree nor disagree, 4=agree, 5=strongly agree*). According to Mugenda and Mugenda (1998), this scale is suitable for survey questions measuring attitude, opinion and other factors.

3.11 Ethical considerations

Participation in this evaluation exercise were voluntary and all information collected would be confidential and used for its intended purpose. They were also made aware of the potential benefits from the study. They were encouraged to participate in the study, but reserved a right to quite if they felt like.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents and discusses findings. It is divided into four subsections. The first subsection presents the response rate. The second subsection presents a description of the respondents in the sample by position held, experience on the job, age gender and education level. This is important to understand the extent to which the sample represents the different categories of staff to ensure that conclusions are drawn based on an analysis of responses representing the entire MoPS. The section further presents descriptive statistics of organizational factors including organizational environment, technical leadership, adaptive leadership and organizational climate. This is vital to understand representation of the various responses necessary for subsequent analysis involving correlation and regression analysis. The third sub section presents findings on the status of Pension Scheme implementation drawing from respondents' perspectives. The fourth sub section presents correlation results on the relationship between organizational factors and implementation of the PS.

4.1 Response rate

This study targeted to utilize a sample of 76 respondents. However, the actual number of respondents reached was as shown in the Table 4.1.

Table 4.1: Response rate

| Category of staff | Target sample size | Actual sample size | % response rate |
|-----------------------------------|--------------------|--------------------|-----------------|
| Commissioners and Assistants | 8 | 5 | 100 |
| Technical staff in departments | 130 | 120 | 100 |
| Leaders-PS, minister and deputies | 2 | 1 | 100 |
| Total | 140 | 126 | 97% |

The analysis utilized data from 126 respondents amounting to 85% of the total sample size targeted. Considering the recommendation Kothari's (2004), this sample size was above 60% hence is adequate for a study to conduct analysis of the data and generate precise findings.

4.2 Description of respondents in the sample

This subsection provides a description of staff by nature of position held in implementation of the PS, duration on the job, gender and education level (Table 2). This is vital to understand the extent to which the sample represents the different categories of staff to ensure that inferences are drawn on sample representing the population under study.

Table 4.2: Percentage distribution of staff by role in implementing the PS, work experience, age and gender

| Variable | Percentage of the sample |
|---|--------------------------|
| <i>Role in implementing the PS</i> | |
| Commissioners and Assistants | 4.0 |
| Technical staff in departments | 95.2 |
| Leaders-PS, minister and deputies | 1.6 |
| <i>Experience on the job</i> | |
| 1= <1 year | 10.0 |
| 2= 1-4 years | 70.0 |
| 3= 5-10 years | 11.0 |
| 4= > 10 years | 9.0 |
| <i>Age of the staff</i> | |
| 20-30 | 8.2 |
| 31-40 | 82.0 |
| 41=50 | 7.3 |
| > 50 | 2.5 |
| <i>Gender of the staff</i> | |
| Male | 56.0 |
| Female | 44.0 |

The majority (95.2%) of the respondents were technical staff in departments. These were engaged in directly in implementing activities of the MoPS including the pension scheme. They receive pension claims, process them and provide feedback to clients. Their activities contribute directly to ensuring that pensions are processed and payments made in time. They work under oversight of the managers who are Heads of Departments. The dominance of this category of workers in the sample reflects the fact that they were targeted as the major respondents and proportionately sampled in respect to their number.

Experience on the job was in this study perceived a key factor to build skills and understanding of tasks their byenhancing implementation of the Pension Scheme. Besides, experience would determine how realistic stakeholders' views would be in the context of the study. Results to

this end indicated that the majority (70%) worked for one to four years. This duration on the farm can be argued substantive for employees to have understanding of their task engagements in contribution towards enhanced implementation of the Pension Scheme. For example, one should be in position to quickly retrieve files for pension applicants, evaluate the information provided, make decisions on payment among others.

Regarding age, the study targeted to represent views of male and female stakeholders which would then reflect the general perception of stakeholders without bias to gender. Results indicated that the sample constituted slightly more male (54%) than female (46%) respondents. The percentage distribution indicated an adequate composition of male and female respondents in the sample which was quite important for generalization of the study findings on the entire population of employees in implementation of the Pension Scheme.

4.3 Pension scheme implementation: an employees' perspective

The analysis of pension scheme implementation established employees' perception on effectiveness of the MoPS in processing and paying off pension claims in time. Respondents views initially on a scale of 1-5 was aggregated into two levels i.e satisfactory (for scores 61-100) and unsatisfactory (for scores of 0-60). Figure 4.1 presents the percentage distribution of responses.

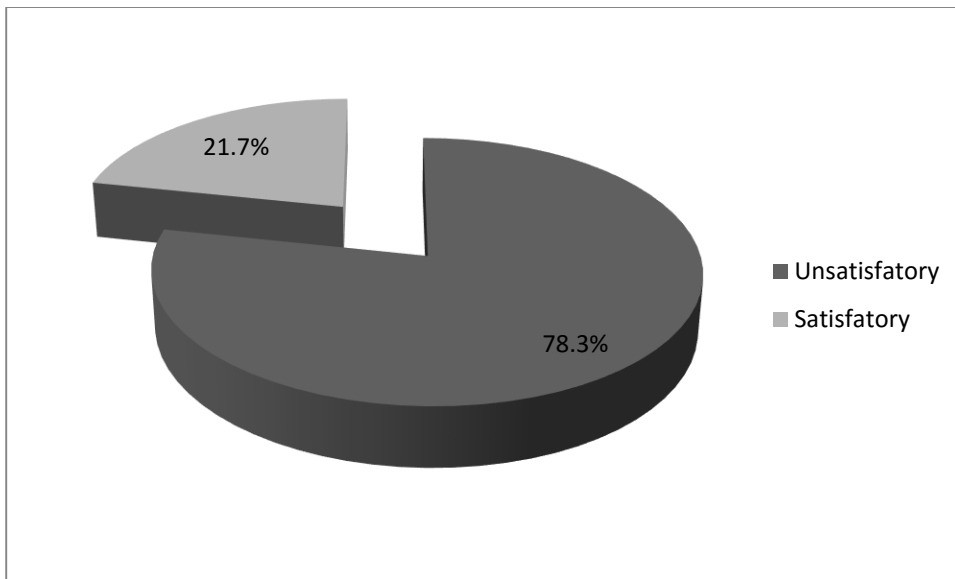


Figure 4.1: Percentage distribution of scores on Pension Scheme implementation

In view of the majority of respondents (78.3%) particularly those engaged directly in activities along the pension implementation process, the current status of performance in regard to implementation of the scheme is unsatisfactorily (Figure 4.1). This finding was affirmed by the views of officers in charge of management and oversight of the scheme. They had this to say.

“Honestly speaking we have faced challenges which have affected the implementation of the scheme. We have not performed to satisfaction of the clients much as we remain committed to do so”.

“We are overwhelmed and have backlogs. Paying a pensioner is process which often takes much more time that desired. There are institutional challenges in account of this”

4.4 Description of Organizational factors

The descriptive analysis of organizational factors estimated the percentage distribution of respondents who agreed or disagreed with some statement exploring conduciveness of the organizational environment, organizational climate, and availability of technical and adaptive leadership to foster implementation of the Pension Scheme. These were hypothesized to affect implementation of the Pension scheme and the distribution of respondents therefore were determined ascertain their status at the ministry. The magnitude of percentage of respondents who agreed or disagreed with specific statements therefore indicate the extent to which they perceived the Ministry to provide a conducive organizational environment, organizational climate and supportive leadership to implementation of the scheme. The percentage distributions are presented by each independent variable in the subsequent subsections (4.4.1-4.4.3).

4.4.1 Conduciveness of organizational environment to PS implementation

A conducive environment is vital to ensure that workers are motivated to work and keep up to their tasks. A conducive organizational environment is characterized by adequate staffing, a strong monitoring system to track staff performance, a functioning performance incentive system favourably remunerates employees, rewards performance excellence and sanctions poor performance. The descriptive analysis of organizational environment therefore generated the percentage distribution of workers' opinion regarding staff adequacy, monitoring and evaluation of the pension scheme implementation process, the staffing levels, remunerations, rewards, and sanctions in implementation of the Pension Scheme. Results are presented in table 4.3.

Table 4.3: Descriptive statistics of respondents' opinion on organization environment and PS implementation

| Variable | SD | D | N | A | SA | Mean |
|---|-----|------|---|------|-----|------|
| | 1 | 2 | 3 | 4 | 5 | |
| Supportive organizational environment | 2.2 | 67.3 | 0 | 27.1 | 0.6 | 2.5 |
| Implementation of the PS is adequately staffed | 0.5 | 10.7 | 0 | 84.7 | 1.8 | 4.1 |
| The MoPS often rewards/sanctions staff excellence or poor performance | 4.5 | 81.8 | 0 | 6.6 | 0.8 | 1.9 |
| The pension staff are adequately remunerated | 2.9 | 78.4 | 0 | 12.6 | 1.6 | 2.0 |
| Implementation of the PS is often monitored and evaluated | 1.6 | 75.1 | 0 | 17.7 | 2.0 | 2.6 |

The Ministry of Public Service was found to have provided adequate staffing to the pension implementation function as indicated by the majority (88.3%) of respondents. Similarly, the estimated mean of 4.1 indicated that on average respondent agreed that implementation of the pension scheme is adequately staffed. However, there were significant negatives. Firstly, the implementation of the Pension Scheme is not adequately monitored and workers engaged in the implementation process are not adequately remunerated as indicted by over three quarters of the respondents. Consistently, the mean of 2.6 and 2.0 indicated that on average, respondents disagreed that the Pension Scheme is not adequately monitored and workers engaged in the implementation process are not adequately remunerated. In light of lapses in monitoring, performance gaps are less likely to be identified. To the worst, even where the gaps are identified, it is less likely that the culprits will be sanctioned. This was affirmed from views of managers who had this to say.

“The fact is that we scheme is not adequately monitored, there is alot of lapse in this by those in charge. Regarding remunerations, the salaries in public service is very low to motivate employees yet there is too much work in pension processing. It is very tiresome”

“Sincerely speaking, employees in public service are less incentivised to perform. The only reward is salary which is very low. And to the worst, there is minimal sanctioning of poor performance”.

“Most of the operations in pension claims processing are manual particularly in regard to retrieving information or files, evaluations and cross examination of the claims. One cannot therefore do much no matter how fast they would be”

This uncondusive organizational environment was observed by 71% of the respondents to hinder implementation of the Pension scheme in the Ministry as observed. This was validated in the subsequent correlation analysis in section 4.5.

4.4.2 Organizational Leadership to the Ps implementation

Organizational leadership was in this study perceived vital to put in place ensure effective implementation of performance management measures collectively including plans, strategies identifying technologies and practices such as trainings, rewards and sanctions necessary to foster implementation. The opinion of stakeholders regarding technical and adaptive leadership were analyzed and the percentage distribution of employees’ opinion regarding prevalence of technicalities that require technical leadership, the support by senior officers particularly managers and leaders and availability of technical experts to render expert advice towards effective implementation of the Pension Scheme. Results are presented in table 4.4

Table 4.4: Descriptive statistics of respondents’ opinion on Organizational leadership to PS implementation

| Variable | SD | D | N | A | SA | Mean |
|--|-----|------|---|------|-----|------|
| | 1 | 2 | 3 | 4 | 5 | |
| There is a strong technical leadership to support implementation of the PS | 1.3 | 61.2 | 0 | 35.6 | 1.9 | 2.2 |
| Implementation of the PS faces technical challenges that require continued support | 2.5 | 59.2 | 0 | 36.8 | 1.5 | 2.1 |

| | | | | | | |
|---|-----|------|---|------|-----|-----|
| The senior staff are often support the PS implementation | 1.6 | 80.1 | 0 | 17 | 1.3 | 2.4 |
| Technical experts are available to provide leadership to implementation of the PS | 0.9 | 85.8 | 0 | 12.6 | 0.7 | 2.7 |

Results indicated that generally the Ministry of Public Service offers inadequate leadership towards effective implementation of the Pension Scheme as indicated by the majority (62.5%) of respondents and mean of 2.2. The majority of respondents (over 60%) observed that despite facing technical challenges which require continued support, implementation of the scheme is often not supported by senior managers. And notably, there are no technical experts to support the Pension scheme implementation process. This was also confirmed by the respective means of 2.4 and 2.7 indicating respondents' disagreement that senior staff often support the PS implementation and there technical experts available to provide leadership to implementation of the pension scheme.

Consistently, the interview with stakeholders did not identify evidence that the senior managers had engaged in providing adequate support towards implementation of the scheme. The technical support provided was limited to inducting new employees into the new scheme and provision of training to a minimal extent. In affirmation of this, respondents had this to say

“We face difficulties and technical hiccups which require urgent technical support which we rarely access. We therefore get stagnated sometime which affects our ability to perform effectively and efficiently”

“Generally the Senior Managers care more about having outputs and results from us the juniors working on pension files. There many technical challenges and the issues we raise sometimes take time to be attended to by the seniors. This slows down work. This is what I mean by not receiving adequate technical support”

This missing technical support identified in the above descriptive analysis generally creates technical capacity gaps which potentially affect implementation of the scheme. This was validated in the subsequent correlation analysis in section 4.5.

4.4.3 Organizational climate for Ps implementation

A favourable implementation climate was in this study perceived necessary to foster implementation of the Pension Scheme. It was perceived in terms of employees' collective sense of the program priorities, means of achieving them as well as benefits and sanctions associated with achievements or non-achievements. The opinion of stakeholders regarding these aspects of organization climate was therefore established and results are provided in this subsection. The percentage distribution of employees' opinion regarding prevalence of a favourable organizational climate for enhanced implementation of the PS at the MoPS is presented in table 4.5.

Table 4.5: Descriptive statistics of respondents' opinion on Organizational climate for PS implementation

| Variable | SD | D | N | A | SA | Mean |
|---|-----|------|---|------|-----|------|
| | 1 | 2 | 3 | 4 | 5 | |
| The staff in implementation of the PS are highly motivated | 2.8 | 90.2 | 0 | 6.5 | 0.5 | 2.1 |
| The staff in implementation of the PS are conscious about its performance | 2.8 | 67.2 | 0 | 27.9 | 2.1 | 2.3 |
| The staff in implementation of the PS have a collective sense of benefits of excellent performance or sanctions otherwise | 3.1 | 58.2 | 0 | 37.2 | 1.5 | 2.5 |
| The staff in implementation of the PS have a common understanding of its objectives and means of achieving them | 1.3 | 63.7 | 0 | 33.9 | 1.1 | 2.8 |
| The MoPS offers a conducive organizational climate for implementation of the PS | 2.5 | 48.3 | 0 | 45.8 | 3.4 | 2.9 |

Results indicated that generally the organizational climate at the Ministry of Public Service is uncondusive to foster implementation of the Pension Scheme as indicated by the majority (50.8%) of respondents and mean of 2.9. The majority of respondents (over 60%) observed that the staff engaged in implementation of the pension scheme lack a common understanding of the objectives of the scheme and means of achieving them. Similarly, they lack a collective sense of benefits or sanctions associated with satisfactory or unsatiastafcory implementation of the scheme. The mean estimates for the respective statements were 2.8 and 2.5 indicating disagreement with the statements that; the staffs in implementation of the PS have a common understanding of its objectives and means of achieving them; and that they have a collective sense of benefits of excellent performance or sanctions otherwise.To affirm this, respondents had this to say.

“People are just employed to work but lack that collective sense of pension scheme priority, benefits as well as sanctions. I think in my view, many care about working to earn a living”.

In the face of unconsive organizational climate, the staffs lackmotivation and consciousness about effective implementation of the scheme. These are critical gaps in organizational climate which potentially bears a negative effect on implementation of the scheme. The effect of such uncondusive organizational climate on implementation of the pension scheme was validated in the subsequent correlation analysis in section 4.5.

4.5 The relationship between organizational factors and implementation of the PS

Table 4.6: Correlation results between organizational factors and implementation of the PS

| Variable | Pension Scheme Implementation | |
|----------------------------|-------------------------------|-----------------|
| | Correlation statistic | Sig. (2-tailed) |
| Organizational environment | 0.477** | 0.000 |
| Technical Leadership | 0.428** | 0.000 |
| Adaptive leadership | 0.386** | 0.000 |
| Organizational climate | 0.535** | 0.000 |

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

The correlation coefficients for organizational environment, technical and adaptive leadership as well as Organizational climate were positive and statically significant ($p < 0.005$) indicating a significant relationship between these variables and implementation of the Pension Scheme. This implied that implementation of the Pension Scheme was significantly affected by conduciveness of the organizational environment, organizational climate as well as provision of leadership both technical and adaptive. A detailed description of the relationships is further presented hereunder.

4.5.1 Organizational environment and PS implementation

Regarding organizational environment, the correlation statistic (0.477) and its respective significant value indicated that providing a conducive organizational environment would more likely foster implementation of the Pension Scheme. This finding and the descriptive statistic which indicated prevalence of unconducive organizational environment constrain implementation of the Pension Scheme.

It should be recalled that the analysis in subsection 4.4.1 characterized the organizational climate at the MOPS with critical gaps in monitoring of the pension scheme process, remuneration of pension scheme workers and rewards and sanctioning. For example gaps in monitoring the Pension Scheme mean that employees are less conscious about accomplishing their tasks in time hence leading to delays in pension processing and payments.

4.5.2 Organizational leadership and PS implementation

Regarding training, organizational leadership, the correlation statistics for both adaptive and technical leadership (Table 4.3) were positive and statistically significant ($p < 0.05$) indicated that providing providing technical leadership would more likely enhance implementation of the Pension Scheme. This finding and the descriptive statistic which revealed gaps in technical leadership render organizational leadership a significant factors affecting implementation of the Pension Scheme. In absence of technical leadership, some employees get stuck on some implementation issues along the process which affect the efficiency and effectiveness of the performance in executing pension process activities.

4.5.3 Organizational climate and PS implementation

Regarding the effect of organizational climate, the correlation statistic (0.53) positive and statistically significant ($p < 0.05$) indicated that providing a favourable organizational climate would more likely enhance implementation of the Pension Scheme. This finding and the descriptive statistic which revealed significant challenges in the organizational climate indicate that implementation of the Pension Scheme is a affected by organizational climate. For example where employees lack a collective understanding of objectives of the Pension Scheme; lack motivation and consciousness about the benefits of implementing the scheme would more

likely not put minimal commitment and efforts towards performing their tasks effectively and efficiently in as far as the Pension Scheme is concerned.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary, discussions, conclusions and recommendations. In the first section, the summary of findings is presented. The second section presents a discussion of results while the third and fourth sections present the conclusions and recommendations respectively. The presentations under each section are systematically structured per the study objectives and aligned with the findings and interpretations in the previous chapter.

5.1 Summary of the findings

This sub-section presents a summary of the findings of the study drawing from the qualitative and quantitative results presented in the previous chapter. The summary is presented in line with the three study objectives i.e the effect of organizational environment, leadership and organizational climate on performance appraisal implementation.

5.1.1 Organizational environment and PS implementation

Results both descriptive and qualitative views of respondent indicated that the MoPS offers an uncondusive organizational environment which was confirmed by the correlation results to bear a significant and positive effect on implementation of the Pension Scheme. The results indicated the implementation of the Pension Scheme is not adequately monitored while workers engaged in the implementation process are not adequately remunerated. In addition, there no incentive measures such as rewards and sanctions to drive employees' performance towards effective implementation of the scheme.

5.1.2 Organizational leadership and PS implementation

Similar to the finding on organizational environment, descriptive and qualitative results on leadership indicated that the Pension implementation process suffers from lack of technical or adaptive leadership which according to correlation results, bears a significant and positive effect on implementation of the scheme. More specifically, the pension scheme implementation process is often not supported by senior managers and there are no technical experts to support the implementation. In light of no technical leadership, the staff lack innovative measures and incentives to foster implementation of the scheme.

5.1.3 Organizational climate and PS implementation

Findings from the descriptive analysis and qualitative results on organizational climate identified critical gaps in organizational climate which were confirmed to affect implementation of the Pension Scheme drawing from correlation results. More specifically, the staff engaged in implementation of the scheme lack a collective sense pension scheme priority, a collective sense of benefits as well as sanctions associated with satisfactory or unsatisfactory performance. The staff also lacks motivation to effectively implement the scheme.

5.2 Discussions of the findings

5.2.1 Organizational environment and PS implementation

The study established a significant correlation between organizational environment and implementation of the Pension Scheme. This scenario implies that organizational environment is among the key organizational factors affecting implementation of the scheme. Implementation of the Pension Scheme is not adequately monitored while workers engaged in the implementation process are not adequately remunerated. In addition, there no incentive measures such as rewards and sanctions to drive employees' performance towards effective implementation of the scheme.

The findings on organizational environment and implementation of the Pension Scheme is consistent with Bertram et al. (2011) who asserts employees in an organization need a conducive organizational environment a program or project. A favourable organizational environment is characterized by supportive policies, adequate human and technical resources and adequate human resources to ensure that staff can handle manageable workloads. In addition, program managers and leaders need to frequently monitor tasks and review work progress to ensure quality implementation

5.2.2 Organizational leadership and PS implementation

The study also established a significant correlation between organizational leadership and implementation of the Pension Scheme. This scenario implies that organizational leadership is among the key organizational factors affecting implementation of the scheme at the MoPS. despite prevalence of technical challenges that would necessitate technical support, the pension scheme implementation process is often not supported by senior managers and there are no technical experts to support the implementation. This finding implies that, in the face of

challenges along the Pension implementation process, workers struggle to get through which affects their ability to accomplish the different Pension activities in time. This also affects the extent to which a number of pension claims can be processed in a particular period of time

The findings on organizational leadership and implementation of the Pension Scheme is consistent with the program implementation models by Fixsen et al. (2009) and Bertram et al. (2011) as well as and evidences from various studies (Daly and Chrispeels 2008; Heifitz and Linsky, 2002) which underscore the significance of organizational leadership in ensuring effective program implementation. Bertram (2011) specifically observes that implementation is a complex process that faces challenges that require solutions which necessitate either technical, adaptive leadership or both.

5.2.3 Organizational climate and PS implementation

The study finally established a significant correlation between organizational climate and implementation of the Pension Scheme. This scenario implies that organizational climate is among the key organizational factors affecting implementation of the scheme at the MoPS. The organizational climate appears unfavourable characterized by lack of a collective sense of pension scheme priority, benefits as well as sanctions associated with satisfactory or unsatisfactory performance. This phenomenon renders employees insignificantly conscious about accomplishing their tasks and being efficient in their performance. Consequently, pension processing experiences delays with low output in terms of number of claims processed in a specific period.

The findings on organizational leadership and implementation of the Pension Scheme is consistent with the implementation framework by Bertram, *et al.*, (2011) which stresses the relevance of organizational climate to program implementation and links this to the

organization's policy environment. The framework characterizes a supportive climate with employees' collective sense of the program priorities, means of achieving them as well as benefits and sanctions associated with achievements or non-achievements. It further identifies that a supportive organizational climate is necessary to foster effective program implementation

5.3 Conclusions

5.3.1 Organizational environment and PS implementation

The first objective of the study was to determine the extent to which organizational environment affects implementation of the public pension scheme in the Ministry of Public Service, Uganda. In light of the correlation results from data on departmental staff and views of managers and leaders of the Ministry, the study concludes that implementation of the Pension Scheme is significantly affected by organizational environment. The Ministry has adequate staffing who are however not adequately monitored, remunerated and incentivised to effectively implement the scheme.

5.3.2 Organizational leadership and PS implementation

The study also sought to determine the effect of organizational leadership on implementation of the Pension Scheme at the Ministry of Public Service. Based on the correlation results from data on departmental staff and views of managers and leaders of the Ministry, the study concludes that implementation of the Pension Scheme is also affected by organizational leadership, an aspect that bears critical gaps. The study revealed that despite prevalence of technical challenges that would necessitate technical support, the pension scheme implementation process is often not supported by senior managers and there are no technical experts to support the implementation.

5.3.3 Organizational climate and PS implementation

The study finally sought to determine the effect of organizational climate on implementation of the Pension Scheme at the Ministry of Public Service. Based on the correlation results from data on departmental staff and views of managers and leaders of the Ministry, the study further concluded that implementation of the Pension Scheme is also affected by organizational climate with critical challenges identified. The organizational climate appears unfavourable characterized by lack of a collective sense pension scheme priority, benefits as well as sanctions associated with satisfactory or unsatisfactory performance. The staff also lacks motivation to effectively implement the scheme.

5.4 Recommendations

5.4.1 Organizational environment and PS implementation

The findings revealed a significant link between organizational environment and PS scheme implementation but with unfavourable environment characterized by inadequate monitoring, remuneration and incentivised to effectively implement the scheme. It is therefore imperative that efforts or measures to improve implementation of the Pension Scheme, pay attention to addressing these issues. Managers need to provide adequate monitoring to the Pension Scheme implementation process while the Human Resource Departments need to provide measure beyond salaries to incentivise workers engaged in implementation of the Pension Scheme.

5.4.2 Organizational leadership and PS implementation

The findings further revealed a significant link between organizational leadership and PS scheme implementation with technical challenges that necessitate technical support. However, technical support from senior managers was lacking and there was no any provision for technical experts to support the implementation process. The managers and leaders know

that they are responsible for providing the technical support but have lapses in doing so. It is therefore imperative to periodically organize refresher trainings for staff engaged in implementation of the scheme to not only to equip them with skills but also revitalize and keep them up to the task.

5.4.3 Organizational climate and PS implementation

Finally, the findings revealed a significant link between organizational climate and PS scheme implementation with challenges of lack of a collective sense of the pension scheme priority; lack of a collective sense of benefits as well as sanctions associated with satisfactory or unsatisfactory performance; and lacks motivation to effectively implement the scheme. This finding suggests the need for strategic measure to create a conducive organizational climate to foster implementation of the pension scheme.

5.5 Limitations of the study

Convincing potential respondents to provide information was not an easy task most of them had misconception and misinterpretation of the exercise as an investigation to find fault. However, data enumerators tried as much as possible to convince the respondents on the objectives and confidentiality issues of the study.

In addition, implementation of the pension scheme can be attributed to factors beyond the organization such as capacity of government budgets to finance the scheme among others. This study however was limited to organizational related factors implying that future research need to explore other factors outside the organization to establish the extent to which they affect implementation of the scheme.

5.6 Contribution of the study

Literature suggests that effective program implementation is likely to depend on organizational factors and this study provides similar evidence in the context of the Pension Scheme

implementation at the Ministry of Public Service in Uganda. This study therefore has expanded the knowledge on how to improve implementation in the context of public programs or service schemes. The evidences established serves as reference material for future research on strategies for effective program implementation.

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Appendix 1: Table for determining sample size from a given population

| | | | | | | | | | |
|----|-----|-----|------|------|------|------|------|-------|------|
| N | S | N | S | N | S | N | S | N | 338 |
| 10 | 10 | 100 | 80 | 280 | 162 | 800 | 260 | 2800 | 341 |
| 15 | 14 | 110 | 86 | 290 | 165 | :850 | 265 | 3000 | 246 |
| 20 | 19 | 120 | 92 | 300 | 169 | 900 | 269 | 3500 | 351 |
| 25 | 24 | 130 | 97 | 320 | 175 | 950 | 274 | 4000 | 351 |
| 30 | 28 | 140 | 103 | 340 | 181 | 1000 | 278 | 4500 | 357 |
| 35 | 32 | 150 | 108 | 360 | 186 | 1100 | 285 | 5000 | 361 |
| 40 | .36 | 160 | 113 | .380 | 181 | 1200 | 291 | 6000 | 364 |
| 45 | 40 | 180 | 118 | 400 | 196 | 1300 | 297 | 7000 | ,367 |
| 50 | 44 | 190 | 123 | 420 | :201 | 1400 | 302 | 8000 | 368 |
| 55 | 48 | 200 | .127 | 440 | 205 | 1500 | 306 | 9000 | 373 |
| 60 | 52 | 210 | 132 | 460 | 210 | 1600 | 310 | 10000 | 375 |
| 65 | 56 | 220 | 136 | 480 | 214 | 1700 | 313 | 15000 | 377 |
| 70 | 59 | 230 | 140 | 500 | 217 | 1800 | 317 | 20000 | 379 |
| 75 | 63 | 240 | 144 | 550 | 225 | 1900 | 320 | 30000 | 380 |
| 80 | 66 | 250 | 148 | 600 | 234 | 2000 | 322 | 40000 | 381 |
| 85 | 70 | 260 | 152 | 650 | 242 | 2200 | 327 | 50000 | 382 |
| 90 | 73 | 270 | 155 | 700 | 248 | 2400 | .331 | 75000 | 384 |
| 95 | 76 | 270 | 159 | 750 | 256 | 2600 | 335 | 10000 | 338 |

“N” is population and “S’ is the respective sample size

Appendix 2: Survey questionnaire: organizational factors affecting implementation of the public pension scheme in Uganda: A case of the Ministry of Public Service

Introduction

I am pursuing a Master's degree in Management Studies at Uganda Management Institute. In partial fulfilment for the award the masters, I am conducting a survey to identify and to establish the influence of organizational factors on implementation of the Public pension scheme in Uganda, specifically focusing on the effect of organizational environment, organizational leadership and organizational climate.

I hereby request you to spare a few minutes of your busy schedule to fill this questionnaire. Your responses are highly appreciated and would be treated with utmost confidentiality. Thank you for your cooperation.

PART A: Respondent details [*Use code provided to indicate response and write in the unshaded space*]

| A.1 | A.2 | A.3 | A.4 | A.5 |
|---------------------|--|---|---|----------------------|
| Respondent category | Duration on job (yrs.) | Age category (yrs.) | Highest Education qualification | Gender |
| | 1= <1 year 2= 1-4 years 3= 5-10 years 4= > 10 years | 1=20-30 2=31-40 3=41=50 4=> 50 | 1=Bachelor's degree 2=Post graduate – PGD 3=Postgraduate-Maters 4=Postgraduate-PhD | 1= Male 2= Female |
| | | | | |

| NO. | PART B: PENSION SCHEME IMPLEMENTATION FACTORS (PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE ON THE FOLLOWING STATEMENTS) | | | | | | |
|---|---|-----------------------|--------------|--------------------------------|-----------|--------------------|----------|
| | | (1) Strongly Disagree | (2) Disagree | (3) Neither Agree nor disagree | (4) Agree | (5) Strongly Agree | Comments |
| B.1: Organizational environment: Staff adequacy, Policies including performance plans, strategies, procedural guidelines, Performance M&E | | | | | | | |
| B.1.1 | The MoPs has adequate number of competent staff in implementation of the pension scheme | | | | | | |
| B1.2 | The ministry has instituted appropriate policies to motivate staff performance | | | | | | |
| B.1.3 | The ministry has developed guidelines to support implementation of the pension scheme | | | | | | |
| B.1.4 | The ministry often rewards staff excellent performance | | | | | | |
| B.1.5 | The ministry often sanctions staff for poor performance | | | | | | |
| B.1.6 | The ministry offers an adequate remuneration to motivate staff | | | | | | |
| B.1.7 | The pension implementation program is often monitored and evaluated | | | | | | |
| B.2: Organizational leadership: Technical leadership, Adaptive leadership | | | | | | | |
| | <i>Adaptive leadership</i> | | | | | | |
| B.2.1 | Implementation of the pension scheme faces technical challenges that require continued support | | | | | | |
| B.2.2 | The senior staff at the MoPs often support the day to day operations of the ministry | | | | | | |
| | <i>Technical leadership</i> | | | | | | |
| B.2.3 | The MoPS has provided technical staff to provide leadership to implementation of the pension scheme | | | | | | |
| B.3Organizational climate: Employee's collective sense of program priorities, Employee's collective sense of means of achieving objectives, Employee's collective sense of benefits and sanctions, Employee's motivation | | | | | | | |
| B.3.1 | The staff in implementation of the pension scheme have a collective sense of its priorities | | | | | | |
| B.3.2 | The staff in implementation of the pension scheme have a common understanding on the means to meet the program objectives | | | | | | |

| | | | | | | | |
|------------|---|--|--|--|--|--|--|
| B.3.3 | The staff in implementation of the pension scheme have a collective sense of benefits from performance excellence | | | | | | |
| B.3.4 | The staff in implementation of the pension scheme have a collective sense of sanctions | | | | | | |
| B.3.5 | The staff in implementation of the pension scheme are conscious about performance of the scheme | | | | | | |
| | The staff in implementation of the pension scheme are highly motivated on their jobs | | | | | | |
| | | | | | | | |
| B.4 | PENSION SCHEME IMPLEMENTATION | | | | | | |
| B.4.1 | The ministry has always processed and paid all eligible pensioners | | | | | | |
| B.4.2 | The ministry has always processed and paid all eligible pensioners in time | | | | | | |
| B.4.3 | Overall, the ministry has effectively implemented the pension scheme | | | | | | |

Please provide here any other comment (s) if any_____

Appendix 3: Interview guide

Let's talk a little bit more about the critical Organizational Issues in implementation of the pension scheme at the MoPS

Organizational environment

- Staff adequacy
- Policies including performance plans, strategies, procedural guidelines
- Performance monitoring & evaluation

Organizational leadership

- Technical leadership
- Adaptive leadership

Organizational climate

- Employee's collective sense of program priorities.
- Employee's collective sense of means of achieving priorities
- Employee's collective sense of benefits and sanctions
- Employee's competence
- Employee's motivation

Appendix 4: Descriptive statistics results

RewardsSanctions

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 109 | 90.8 | 90.8 | 90.8 |
| | Agree | 11 | 9.2 | 9.2 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Renumerations

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 101 | 84.2 | 84.2 | 84.2 |
| | Agree | 19 | 15.8 | 15.8 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Monitoring Evaluation

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 94 | 78.3 | 78.3 | 78.3 |
| | Agree | 26 | 21.7 | 21.7 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

staff

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 14 | 11.7 | 11.7 | 11.7 |
| | Agree | 106 | 88.3 | 88.3 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

OrgnznEnvnt

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 86 | 71.7 | 71.7 | 71.7 |
| | Agree | 34 | 28.3 | 28.3 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Technical Challenges Prevail

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 74 | 61.7 | 61.7 | 61.7 |
| | Agree | 46 | 38.3 | 38.3 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Adaptive Leadership

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 53 | 44.2 | 44.2 | 44.2 |
| | Agree | 67 | 55.8 | 55.8 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Senior Staff Supportive

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 98 | 81.7 | 81.7 | 81.7 |
| | Agree | 22 | 18.3 | 18.3 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Collective Understanding of Objectives Means

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------|-----------|---------|---------------|--------------------|
| Valid | Agree | 42 | 35.0 | 35.0 | 35.0 |
| | Disagree | 78 | 65.0 | 65.0 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Motivation on Job

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 84 | 70.0 | 70.0 | 70.0 |
| | Agree | 36 | 30.0 | 30.0 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Consciousness AboutPS

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 112 | 93.3 | 93.3 | 93.3 |
| | Agree | 8 | 6.7 | 6.7 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Collectivesense Benefits Sanctions

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|----------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 73 | 60.8 | 61.3 | 61.3 |
| | Agree | 46 | 38.3 | 38.7 | 100.0 |
| | Total | 119 | 99.2 | 100.0 | |
| Missing | System | 1 | .8 | | |
| Total | | 120 | 100.0 | | |

Ps Implementation

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | unsatisfactory | 94 | 78.3 | 78.3 | 78.3 |
| | satisfactory | 26 | 21.7 | 21.7 | 100.0 |
| | Total | 120 | 100.0 | 100.0 | |

Appendix 5: Correlation results between organizational factors and implementation of the Pension Scheme

| | | Correlations | | | | |
|----------------------|---------------------|-------------------|-------------------|----------------------|---------------------|---------------|
| | | PS_IMPLIMENTATION | ORGZN_ENVIRONMENT | TECHNICAL_LEADERSHIP | ADAPTIVE_LEADERSHIP | ORGZN_CLIMATE |
| PS_IMPLEMENTATION | Pearson Correlation | 1 | .477** | .428** | .386** | .535** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| | N | 120 | 120 | 120 | 120 | 120 |
| ORGZN_ENVIRONMENT | Pearson Correlation | .477** | 1 | .353** | .299** | .306** |
| | Sig. (2-tailed) | .000 | | .000 | .001 | .001 |
| | N | 120 | 120 | 120 | 120 | 120 |
| TECHNICAL_LEADERSHIP | Pearson Correlation | .428** | .353** | 1 | .273** | .443** |
| | Sig. (2-tailed) | .000 | .000 | | .003 | .000 |
| | N | 120 | 120 | 120 | 120 | 120 |
| ADAPTIVE_LEADERSHIP | Pearson Correlation | .386** | .299** | .273** | 1 | .472** |
| | Sig. (2-tailed) | .000 | .001 | .003 | | .000 |
| | N | 120 | 120 | 120 | 120 | 120 |
| ORGZN_CLIMATE | Pearson Correlation | .535** | .306** | .443** | .472** | 1 |
| | Sig. (2-tailed) | .000 | .001 | .000 | .000 | |
| | N | 120 | 120 | 120 | 120 | 120 |

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